



# EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation  
*Measuring Results, Sharing Lessons*

## TERMS OF REFERENCE

# PLURINATIONAL STATE OF BOLIVIA: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2018-2022)

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# 1. Background

1. These Terms of Reference (TOR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

## 1.1. Introduction

3. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.

## 1.2. Context

### General Overview

4. The Plurinational State of Bolivia, is a landlocked country located in western-central South America. It borders to the north and east with Brazil, to the south with Argentina, to the west with Peru, to the southeast with Paraguay and to the southwest with Chile. The constitutional capital is Sucre, while the seat of government and executive capital is La Paz. The largest city and principal industrial center is Santa Cruz de la Sierra, located in the Llanos Orientales (tropical lowlands), a mostly flat region in the east of the country.
5. With a surface area of 1,098,6 km<sup>2</sup><sup>1</sup>, Bolivia is the fifth largest country in South America, after Brazil, Argentina, Peru, and Colombia (and alongside Paraguay, one of the only two landlocked countries in the Americas). Three predominant geographical zones are considered in the Bolivian territory: i) Andina, covering 28 percent of the national territory; ii) Sub-Andean, an intermediate region between the altiplano and the eastern plains, covering 13 percent of the territory and iii) Plains: covering 59 percent of the territory.<sup>2</sup>
6. The Plurinational State of Bolivia is a unitary republic with a representative democratic government. Politically and administratively, the country is divided into 9 departments, 112 provinces, 339 municipalities and 1,384 cantons. The Plurinational Legislative Assembly is bicameral. The House of Representatives consists of 130 members directly elected for 5 years. The Senate consists of 36 members directly elected for 5 years.<sup>3</sup>
7. Bolivia had experienced political instability in the last years. In October 2020, general elections were held for President, Vice-President, and all seats in both the Senate and Chamber of Deputies. Luis Arce from the Movement for Socialism (MAS) party was elected president, securing majorities in both chambers of the Plurinational Legislative Assembly.
8. The total population of Bolivia is of 11.6 million by 2020, with a yearly growth rate of 1.4%. While the last census was held in 2012, national projections estimate that by 2020 49.6 percent of the population was female, and 29.9 percent lived in rural areas.<sup>4</sup> According to 2012 census, 40.6 percent of respondents indicated feeling part of some indigenous group, predominantly Quechua or Aymara (almost 90% of responses) followed by Chiquitano, Guarani and Mojeno.<sup>5</sup>
9. Approximately one third of the population (30.6 percent) is under 15 years, while the economically active population (15 to 64 years) is at 62 percent. Life expectancy at birth is 71.2 years, with women living 6 years longer than men on average. Under-5 mortality rate is of 27 per 1000 births while fertility rate is of 2.7 children

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<sup>1</sup> World Bank website

<sup>2</sup> <https://www.ine.gob.bo/index.php/bolivia/aspectos-geograficos/>

<sup>3</sup> <https://oig.cepal.org/en/countries/6/system>

<sup>4</sup> <https://anuario.ine.gob.bo/index.html>

<sup>5</sup> [https://bolivia.unfpa.org/sites/default/files/pub-pdf/Caracteristicas\\_de\\_Poblacion\\_2012.pdf](https://bolivia.unfpa.org/sites/default/files/pub-pdf/Caracteristicas_de_Poblacion_2012.pdf)

per woman. The percentage of child marriage was at 10.7 in 2016<sup>6</sup> while the adolescent fertility rate<sup>7</sup> declined from 77 in 2010 to 64 in 2018, still slightly above the average for the Latin America and Caribbean region, which is 62.

10. The Plurinational State of Bolivia has been heavily affected by COVID-19 pandemic, counting with an overall number of 202,818 cases and 10,051 deaths<sup>8</sup> as of 27 January 2020.
11. With regard to restrictions to movement, as of January 2021 it is possible to enter and leave Bolivia by commercial flights. Passengers boarding flights to Bolivia must have negative test results for COVID-19, certified by a Bolivian consulate. Land, river and lake border crossings remain closed. In La Paz, a curfew applies Monday to Friday between 22:00 and 5:00. In public places, including outdoor, 1.5m distance from other people and facemasks use, including outside are imposed.<sup>9</sup> Schools remained close for the entire year of 2020<sup>10</sup> and are expected to resume in February 2021, mostly virtually.

### Macroeconomic Overview, Poverty and Inequality

12. Bolivia is a lower middle-income country, ranking 114 of 189 countries in the Human Development Index.<sup>11</sup> Its gross domestic product rose from USD 8.77 billion in 2004 to USD 41 billion in 2019<sup>12</sup>, maintaining a growth rate of 2.2 percent at constant prices.
13. The largest shares of GDP composition in 2019 corresponded to services (50.7 percent), industry (25 percent), agriculture (12 percent) and manufacturing (10 percent)<sup>13</sup>. Natural gas and zinc and its derivatives represent the main exports, with 37.8 and 19 percent shares respectively.<sup>14</sup>
14. Poverty rate decreased from 63.1 in 2004 to 34.6 percent in 2018, while extreme poverty decreased from 38.2 in 2005 to 15.2 percent in 2018.<sup>15</sup> Economic inequality was also reduced, with Gini coefficient decreasing from 55 in 2004 to 42.2 in 2018. Despite these encouraging results, the country remains the second poorest in South America, after Paraguay.
15. Poverty rates are significantly higher in rural areas, as shown in Table 1<sup>16</sup>, with almost one third of Bolivians living in rural areas not being able to afford the cost of a basic food basket.<sup>17</sup>

**Table 1: Poverty and extreme poverty by residential area 2018-2019 (as % of total population)**

| Residential area | Poverty |      | Extreme poverty |      |
|------------------|---------|------|-----------------|------|
|                  | 2018    | 2019 | 2018            | 2019 |
| <b>Urban</b>     | 31.4    | 31.3 | 7.0             | 6.4  |
| <b>Rural</b>     | 59.2    | 50.8 | 34.3            | 27.8 |

Source: *Evolución de la pobreza monetaria 2009-2019*, INE, 2020

16. The expansion of national social protection programmes had a positive impact on poverty reduction, especially among women. Nonetheless, according to the United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen), 4 out of 10 women still live in poverty.

### Food and Nutrition Security

17. In 2020, Bolivia ranks 62<sup>nd</sup> out of 107 countries in the Global Hunger Index (GHI). With a score of 14.0, Bolivia's hunger level is classified as moderate<sup>18</sup>. According to UNICEF, chronic child malnutrition (stunting) among

<sup>6</sup> UNICEF Website

<sup>7</sup> Births per 1000 women aged 15-19

<sup>8</sup> <https://covid19.who.int/region/amro/country/bo>

<sup>9</sup> <https://unwfp.maps.arcgis.com/apps/opsdashboard/index.html#/db5b5df309ac4f10bfd36145a6f8880e>

<sup>10</sup> UNESCO, <https://es.unesco.org/fieldoffice/santiago/covid-19-education-alc/monitoreo>

<sup>11</sup> <http://hdr.undp.org/en/content/2019-human-development-index-ranking>

<sup>12</sup> <https://data.worldbank.org/country/bolivia?view=chart>

<sup>13</sup> <http://wdi.worldbank.org/table/4.2>

<sup>14</sup> [https://estadisticas.cepal.org/cepalstat/Perfil\\_Nacional\\_Economico.html?pais=BOL&idioma=spanish](https://estadisticas.cepal.org/cepalstat/Perfil_Nacional_Economico.html?pais=BOL&idioma=spanish)

<sup>15</sup> <https://www.ine.gob.bo/index.php/estadisticas-economicas/encuestas-de-hogares/>

<sup>16</sup> <https://www.ine.gob.bo/index.php/estadisticas-economicas/encuestas-de-hogares/>

<sup>17</sup> <https://www.wfp.org/countries/bolivia-plurinational-state>

<sup>18</sup> <https://www.globalhungerindex.org/bolivia.html>

children under 5 was at 16% in the 2013–2018 period. However, this average hides economic disparity, since during the same period stunting rate was at 32 percent for the population on the poorest quintile and 9 percent on the richest.<sup>19</sup> Moderate and severe wasting rate was at 2 percent while overweight was at 10 percent during the same reporting period.

18. According to FAO<sup>20</sup>, Inadequate diets and low consumption of nutritious local products due to changing eating habits are at the root of overlapping nutritional problems, including alarming levels of anaemia – which affects 53.7 percent of children under 5 and 30.2 percent of women of reproductive age – and rising overweight and obesity, with a prevalence of 20 percent amongst the adult population.
19. The number of people undernourished raised from 1.7 in 2015–2017 to 1.8 million in 2018–2020, while the prevalence of undernourishment has remained at 15.5 percent since 2015.<sup>21</sup>

## **Agriculture**

20. Agricultural activities contributed to 12.2 percent of the country's GDP in 2019, evolving from 11.1 percent in 2009.<sup>22</sup> Recurrent droughts, floods and hail exacerbate food insecurity and malnutrition among the rural population. According to FAO, by 2018 Bolivia counted with 4,480,000 hectares of arable land, 247,000 of which being under permanent crops and 33,000 under permanent meadows and pastures<sup>23</sup>.
21. The last agricultural census (2013) showed 2,760,238 cultivated hectares divided amongst 871,927 Agricultural Production Units (UPAs). The land distribution is very unequal, being 52,224 UPA with surfaces smaller than 0.1 hectares and 792 UPA with surfaces of 5,000 and more hectares.<sup>24</sup>
22. Food imports accounts for 7 percent over total merchandise exports on the 2015–2017 period, barely 1 percentage point more than in the 2014–2016 period. By December 2019, Agriculture was the main occupation for 22.2 percent of the actively employed population, and this raises to 35.8 percent among women.<sup>25</sup>
23. In 2018, Bolivia produced 9.6 million tons of sugarcane, 2.9 million tons of soy, 1.2 million tons of maize, 1.1 million tons of potato, 1 million tons of sorghum, 700 thousand tons of banana, 541 thousand tons of rice, 301 thousand tons of wheat, in addition to smaller yields of other agricultural products, such as tangerine, cassava, orange, beans, sunflower seed and cotton.<sup>26</sup>

## **Climate Change and Vulnerability**

24. The country ranks 59<sup>th</sup> out of 181 countries in the Global Climate Risk Index (2018).<sup>27</sup> In recent years, the Government has declared national emergencies related to drought in 2016 and floods in 2018. Analysts predict that in Bolivia – one of the South American countries most vulnerable to the effects of climate change - vulnerability to food insecurity will increase by 22 percent by the 2050s unless measures are taken to adapt to a changing climate.
25. Recurring droughts, floods, frosts and hail aggravate the situation of the agricultural sector, threatening the food security of the most vulnerable.<sup>28</sup>
26. In 2019, Bolivia has declared a state of disaster after wildfires ravaged forested and agricultural areas in the eastern part of the country. Wildfires destroyed more than 6 million hectares, according to the Government.<sup>29</sup>
27. On 14 February 2020, the Government's Information Agency declared a disaster zone for Luribay Municipality, La Paz Department, due to heavy rain and river flooding that has affected 1,050 hectares of agricultural land. Moreover, in December 2020, the municipal Government declared the state of disaster in several communities severely affected by hailstorms.

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<sup>19</sup> <https://www.unicef.org/media/63016/file/SOWC-2019.pdf>

<sup>20</sup> <http://www.fao.org/faostat/en/#country/19>

<sup>21</sup> <http://www.fao.org/faostat/en/#country/19>

<sup>22</sup> <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=BO>

<sup>23</sup> <http://www.fao.org/faostat/es/#country/19>

<sup>24</sup> <https://www.ine.gob.bo/index.php/publicaciones/censo-agropecuario-2013-bolivia/>

<sup>25</sup> <https://anuario.ine.gob.bo/paginas/cap03.html>

<sup>26</sup> <http://www.fao.org/faostat/en/#data/QC/>

<sup>27</sup> <https://germanwatch.org/en/17307>

<sup>28</sup> <https://www.wfp.org/countries/bolivia-plurinational-state>

<sup>29</sup> <https://www.trtworld.com/americas/bolivia-struggles-to-contain-wildfires-declares-natural-disaster-40427>

## Education

28. The Government of Bolivia has made important investments in education in recent times. National sources estimated that a 4.76 percent share of the GDP was invested in the education sector as of 2014.<sup>30</sup>
29. Despite these efforts, education indicators related to retention and attendance rates show that there is still room for improvement in this domain. Primary school enrolment rate was at 98.1 percent in 2018, while secondary school enrolment reached 89.7 percent.
30. According to UNESCO, by the same year 95,364 children of primary school age (47,429 girls and 47,935 boys) and 62,401 of secondary school age (31,251 female and 31,150 male) were out of school.<sup>31</sup> The literacy rate among the population over 15 years had increased from 88 in 2016 to 89 percent in 2019, although with marked gender inequalities: while the male literacy rate increased from 90 to 91 percent, the female literacy rate moved from 86 to 87 percent in the same period.

## Gender and equity

31. In 2018 Bolivia presented a 0.93 score on the Gender Development index<sup>32</sup>, and ranked 42<sup>nd</sup> out of 153 countries in the Global Gender Gap report.<sup>33</sup> While public participation of women has risen from a 25 percent of seats in public parliament in 2013 to 54 percent in 2019, important challenges remain in the field of political, economic and public participation of women.
32. The labour gap in participation and income is of 23 percent, with a 79.4 percent participation of male and a 56.6 percent of women in the labour force, complemented by a high percentage (30) of women who are considered economically inactive population due to housework. The female-male unemployment ratio is of 1.48.
33. According to the UNDP Human Development Index, the rate of child marriages (adolescents that are married or in union by the age of 18) is at 20 percent. The adolescent birth rate is at 64.9 per 1,000 women aged 15-19, which has adverse effects on girls' economic opportunities and maternal and child health.
34. According to recent data from UNWomen, approximately 58.5 percent of women (older than 15) have experienced any kind of violence (physical, psychological, sexual) through their life by their intimate partner, while 27.1 percent of women declare to have suffered physical and/or sexual intimate partner violence in the last 12 months. This portrays severe consequences in terms of fear and depression as well as school dropout and job losses.<sup>34</sup>
35. According to data from the 2012 census (INE National Institute of Statistics) the majority of women declaring to belong to the native indigenous peasant people self-identified as Quechuas (924,194 individuals), followed by Aymaras (797,754), Chiquitanas (70,267) Guaraníes (47,394) and Mojeñas (20,014).<sup>35</sup>
36. The 2009 constitution includes comprehensive guarantees of indigenous people's' rights to collective land titling, intercultural education, prior consultation on development projects, and protection of indigenous justice systems.

## Migration, Refugees and Internally Displaced People

37. Hosting 5,707 Venezuelan refugees and migrants, UNHCR works with the Bolivian Government and partners to guarantee their rights, advocate for their access to territory, asylum and regularization, while providing together with partners basic goods and services, such as temporary accommodation, food and hygiene kits. By 2019, the population of concern was made of 6,594 individuals, of which 878 refugees, 244 asylum seekers and 5,472 Venezuelans displaced abroad.<sup>36</sup>
38. A bilateral cooperation agreement was signed between UNHCR and the National Office of the Ombudsperson in 2019. The agreement's main objective is to strengthen technical capacities to provide orientation and legal assistance to asylum-seekers and refugees in Bolivia and to conduct border monitoring, among other joint

<sup>30</sup> [http://www.iisec.ucb.edu.bo/indicador/educacion\\_gastopib-39](http://www.iisec.ucb.edu.bo/indicador/educacion_gastopib-39)

<sup>31</sup> <http://uis.unesco.org/en/country/bo>

<sup>32</sup> <http://hdr.undp.org/en/countries/profiles/BOL>

<sup>33</sup> [http://www3.weforum.org/docs/WEF\\_GGGR\\_2020.pdf](http://www3.weforum.org/docs/WEF_GGGR_2020.pdf)

<sup>34</sup> <https://evaw-global-database.unwomen.org/en/countries/americas/bolivia-plurinational-state-of>

<sup>35</sup> <https://www.ine.gob.bo/index.php/estadisticas-sociales/genero/#1559001527787-a88ab783-54b7>

<sup>36</sup> <https://www.acnur.org/latam/5efe07574.pdf>

activities that benefit persons of concern. Currently, UNHCR is supporting the new Office of the Ombudsperson in Desaguadero, within the border Assistance and Orientation Point (PAO).

39. Due to the current emergency situation, in June 2020 partner agencies provided shelter to some 295 refugees and migrants, to help mitigate the negative socio-economic impact of the coronavirus outbreak and for those who had no housing and/or that were in transit to reach other destinations in the country.<sup>37</sup>

### **National Policies, and the SDGs**

40. In 2015, Bolivia agreed to adopt the United Nations 2030 Agenda, along with other 192 UN Member States. The Government is expected to present its first Voluntary National Review (VNR) at the High-level Political Forum in 2021<sup>38</sup>, to report on progress made in achieving the Sustainable Development Goals (SDGs).
41. The Patriotic Agenda 2025 constitutes the General Plan for Economic and Social Development of the Plurinational State of Bolivia, which guides the formulation of the Plan for Economic and Social Development within the framework of the Comprehensive Development for Living Well 2016-2020 (PDES)<sup>39</sup>. Within the framework of the 2025 Patriotic Agenda, the PDES establishes the general guidelines for the integral development of the country in the horizon of Living Well, under which the actions of public, private and community actors in general must be framed.
42. The PDES is methodologically constructed by Goals corresponding to each Pillar of the Patriotic Agenda. Likewise, within the framework of each Goal, the Results to be achieved by 2020 are proposed, from which the Actions necessary to undertake the Goals and therefore advance in what is established in the selected pillars are derived. In total, the PDES proposes 68 Goals and 340 Results.<sup>40</sup>
43. 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 (linked to 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).

### **International Development Assistance**

44. The current UNDAF 2018-2022<sup>41</sup> cooperation framework, which adopts the name of the United Nations Complementarity Framework for Living Well in Bolivia 2018-2022, is based on three programmatic principles: the human rights approach and leaving no one behind, the gender approach, and sustainable development and resilience, by promoting a comprehensive and sustainable development model for Bolivia. It focuses on four strategic areas that the signatory parties consider decisive for the development of the country: Inclusive Social Development towards an Integral Human Being, Integral Development and Plural Economy, Public Management and Plural Justice, Interculturality, Decolonization and Depatriarchalizing.
45. Bolivia received a yearly average USD 790.8 million net Official Development Assistance (ODA) between 2015 and 2018 and a yearly average USD 5.1 million as humanitarian aid between 2015 and 2020 (Figure 2). Top ODA funding sources between 2015-2019 included the Inter-American Development Bank (IDB) the International Development Association (IDA), EU Institutions, France and Germany (Figure 3), while main humanitarian donors included Japan (32.1 percent), Sweden (17.4 percent), Germany (16.7 percent), USA (14.2 percent) and the World Bank (11.5 percent).<sup>42</sup>
46. With regard to 2020 Response Plans and Appeals, as of November 2020 Bolivia had received 5.1 million USD under the Refugee and Migrant Response Plan (RMRP) for refugees and migrants from Venezuela, and 0.1 million USD under the COVID-19 Global Humanitarian Response Plan (Figure 4).<sup>43</sup>

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<sup>37</sup> <https://reporting.unhcr.org/sites/default/files/BOL%20factsheet%20-%20June%202020%20FINAL.pdf>

<sup>38</sup> <https://sustainabledevelopment.un.org/hlpf/2021>

<sup>39</sup> <https://observatorioplanificacion.cepal.org/sites/default/files/plan/files/pdes2016-2020.pdf>

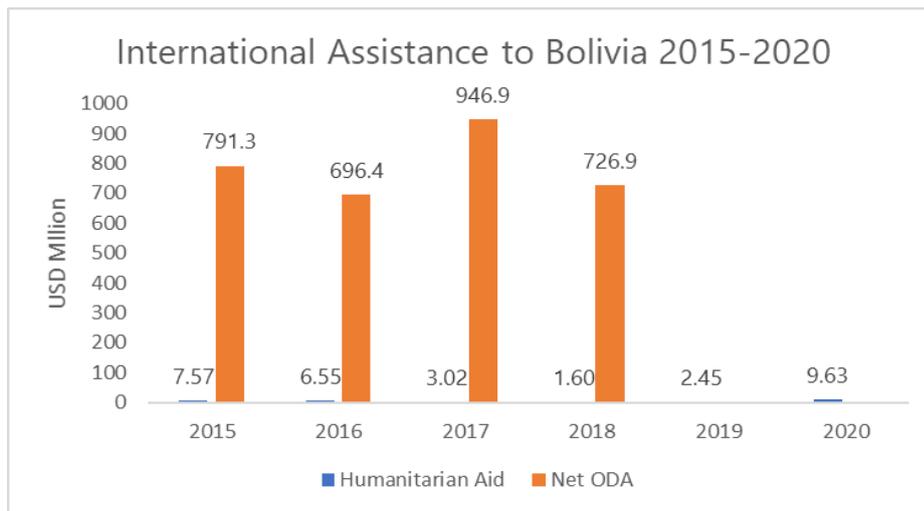
<sup>40</sup> <https://plataformacelac.org/politica/284>

<sup>41</sup> <http://www.nu.org.bo/onu-en-bolivia/marco-de-cooperacion/>

<sup>42</sup> OCHA, <https://fts.unocha.org/countries/27/summary/2020>

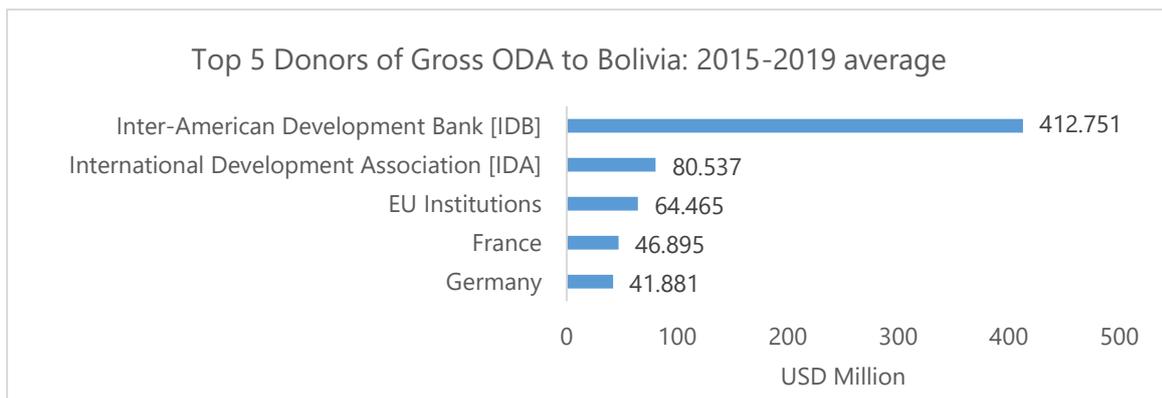
<sup>43</sup> OCHA, <https://fts.unocha.org/countries/27/summary/2020>

**Figure 2: International Assistance to the Plurinational State of Bolivia, (2015-2020)**



Source: OECD-DAC, UN OCHA – FTS (Accessed 19/11/20)

**Figure 3: Top five donors of Gross ODA for Bolivia, 2015-2019 average, USD million**



Source: OECD website, data extracted on 19/11/20

**Figure 4: Plurinational State of Bolivia: Funding against response plans and appeals 2020**



Source: OCHA FTS website, data extracted on 19/11/20

## 2. Reasons for the Evaluation

### 2.1. Rationale

47. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO’s new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2022.

### 2.2. Objectives

48. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in the Plurinational State of Bolivia and 2) provide accountability for results to WFP stakeholders.

### 2.3. Stakeholder Analysis

49. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP Country Office, the relevant Regional Bureau (Panama) and Headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Plurinational State of Bolivia, local and international NGOs, the UN Country Team, and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.
50. Key stakeholders at country level include WFP beneficiaries, national, municipal and departmental government, civil society institutions and international development actors present in the country, including the UN system, the World Bank and key donors.
51. In particular, key national counterparts of the CSP are the Ministry of Development Planning, the National Food and Nutrition Council, the Ministry of Rural Development and Land, the Ministry of Health and the Vice Ministry of Civil Defence - especially in relation to the capacity strengthening, crisis response and malnutrition components of WFP intervention - as well as local non-governmental organisations (NGOs) and civil society organizations. Key international counterparts include United Nations agencies (particularly the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development, especially in the areas of resilience building and crisis response), as well as international NGOs.<sup>44</sup> A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

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<sup>44</sup> WFP Operations database (November 2020), <https://www.wfp.org/operations/bo02-bolivia-country-strategic-plan-2018-2022>

## 3. Subject of the Evaluation

### 3.1. Subject of the evaluation

52. WFP has been in Bolivia since 1963. With the improvement of socio-economic conditions and Bolivia reaching middle-income country status, WFP's role is evolving from direct delivery to supporting the Government's efforts to address food insecurity and malnutrition through technical assistance, advocacy and communications.
53. Prior to the current CPS cycle, between 2013 and 2017 WFP was operating in the Plurinational State of Bolivia under the framework of a Country Programme (CP 200381). A summative decentralized evaluation of the Country Programme was commissioned by the CO in 2018, with the aim to inform the implementation of the current CSP. The evaluation, which covered the School Feeding, Nutrition and Livelihood development/Disaster risk reduction components, found that the programme had contributed to improve the school feeding service and nutrition practices, having a greater potential for capitalization and advocacy at the national level.
54. Key recommendations from the Country Programme (2013-2017) decentralized evaluation related to strategic aspects to be taken into account regarding the implementation of the current CSP, such as the need to, among others, to: i) strengthen coordination and synergies with other actors involved in food security and nutrition, in particular UN Agencies within the framework of the UNDAF and ii) maintain the prioritization of the population of pregnant and lactating mothers and children under two years of age in the technical assistance and advocacy activities of WFP.
55. The development of the current Bolivia CSP was also informed by other regional and global evaluations, including in particular the Regional Synthesis of Operations Evaluations in Latin America and Caribbean region (2017) and the WFP Capacity Building Policy Evaluation (2016). Relevant lessons from those evaluations included, among others, i) the positive effects on the local economy following a shift from dry rations to vouchers; ii) the need for adequate planning of activities for these to be adapted to the long-term nature of resilience building; iii) the missed opportunities in terms of convergence of nutrition and school meals activities caused by geographic dispersion; iv) the need for more strategic and integrated approaches, to be supported by robust assessments of strengths and weaknesses of national institutions.<sup>45</sup>
56. As a transition between the Country Programme and the current CSP, between January and June 2018 WFP operated in Bolivia through a transitional interim CSP (T-ICSP).<sup>46</sup> The T-ICSP was conceived as an extension of the previous Country Programme 2013-2017, laying the ground for the new CSP 2018-2022. It had a total budget of USD 1,168,718 and aimed at reaching 66,800 direct beneficiaries (50 percent female) through food and cash-based transfers during its six-month lifetime. In particular, the T-ICSP aimed at assisting the Government in a number of areas including school meals, support to smallholder farmers, food and nutrition security of vulnerable populations, nutrition education and emergency preparedness and response, and was articulated around three Strategic Outcomes, namely:
  - *Strategic Outcome 1: School-aged children in municipalities with high levels of vulnerability to food insecurity have access to adequate food throughout the year;*
  - *Strategic Outcome 2: Nutritionally vulnerable individuals in the targeted areas have access to adequate food to improve their nutritional status by June 2018; and*
  - *Strategic Outcome 3: Vulnerable families in targeted areas have increased resilience to climate change by June 2018.*
57. Approved by the Executive Board in June 2018, the current CSP aligns with the Patriotic Agenda and the PDES, which together provide the framework for achieving zero hunger and the SDGs. Given the Plurinational State of Bolivia's middle-income country status, with the current CSP WFP aimed to shift its focus away from direct

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<sup>45</sup> WFP Plurinational State of Bolivia Country Strategic Plan (2018-2022)

<sup>46</sup> WFP Plurinational State of Bolivia transitional interim CSP (January-June 2018),

[https://docs.wfp.org/api/documents/ca81200e4e6f4278bd9106b6343814be/download/?\\_ga=2.149399990.1442159334.1609750420-187301385.1528979675](https://docs.wfp.org/api/documents/ca81200e4e6f4278bd9106b6343814be/download/?_ga=2.149399990.1442159334.1609750420-187301385.1528979675)

food assistance towards providing indirect assistance through capacity strengthening, technical support, advocacy and communications, playing more of a facilitator role in support of the Government. The National Food and Nutrition Council and the Vice Ministry of Civil Defence are meant to be the primary recipients of WFP technical assistance, with a focus on nutrition, disaster preparedness and resilience building, among others.<sup>47</sup>

58. As part of the development of the current CSP, in 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 Sustainable Development Goal 2 (SDG 2). The Government and WFP prepared a Zero Hunger road map that outlines gaps and challenges and highlights primary areas for WFP support.
59. This 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. While recognizing the important progress made in achieving zero hunger, the road map also identified the following gap areas: policies and social protection, food production (particularly from smallholders), nutrition and resilience.<sup>48</sup>
60. 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, WFP aims to integrate gender throughout the CSP to ensure zero hunger programmes and policies are gender-transformative. The CSP focuses on four Strategic Outcomes, namely:
  - *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*
  - *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 (SDG target 2.3)*
  - *Strategic Outcome 4: National and subnational institutions have strengthened capacity to manage food security policies and programmes by 2022 (SDG target 17.9)*
61. The specific activities outlined in the CSP document and their respective links with the Strategic Outcomes (SOs) are:
  - *[SO1] Activity 1: Provide food assistance for assets (FFA) to crisis-affected households*
  - *[SO2] 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*
  - *[SO3] Activity 3: Provide FFA and training to subsistence smallholder farmers*
  - *[SO3] Activity 4: Strengthen government institutions in order to link smallholder surplus production under activity 3 with the demand generated by the school meals programme*
  - *[SO4] Activity 5: Strengthen capacities of government institutions to reduce the food insecurity of the most vulnerable communities*
62. The CO Line of Sight and an overview of planned and actual beneficiaries are presented in Annexes 7 and 8 respectively. As of November 2020, no revisions to the original CSP and related budget have been undertaken.

## **Funding**

63. The Country Portfolio Budget (CPB) of the Bolivia CSP approved by the Executive Board was USD 11.68 million, spread across the main budget items and outcome. As evidenced in table 2, the resilience building focus area (SO3) absorbs 45 percent of total budget, while crisis response (SO1) and root causes (SO2 and SO4) absorb 38 and 17 percent respectively.

<sup>47</sup> WFP Plurinational State of Bolivia Country Strategic Plan (2018-2022)

<sup>48</sup> WFP Plurinational State of Bolivia Country Strategic Plan (2018-2022)

**Table 2: Country Portfolio Budget (CPB) by focus area and strategic outcome (USD)**

|   | SO1              | SO2              | SO3              | SO4            | Total             |
|---|------------------|------------------|------------------|----------------|-------------------|
| Focus Area                                | Crisis response  | Root causes      | Resilience       | Root Causes    |                   |
| Transfer                                  | 3,185,927        | 659,426          | 3,536,794        | 524,112        | <b>7,906,259</b>  |
| Implementation                            | 210,608          | 121,148          | 498,004          | 177,980        | <b>1,007,740</b>  |
| Direct Support Costs                      | 793,814          | 186,556          | 912,961          | 165,592        | <b>2,058,924</b>  |
| <i>Subtotal</i>                           | <i>4,190,349</i> | <i>967,130</i>   | <i>4,947,759</i> | <i>867,684</i> | <b>10,972,922</b> |
| Indirect support costs (6.5%)             | 272,373          | 62,863           | 321,604          | 56,399         | 713,240           |
| <b>Total</b>                              | <b>4,462,722</b> | <b>1,029,994</b> | <b>5,269,363</b> | <b>924,083</b> | <b>11,686,162</b> |
| <b>Share of each S.O. over total CPB)</b> | <b>38%</b>       | <b>9%</b>        | <b>45%</b>       | <b>8%</b>      | <b>100%</b>       |

Source: WFP Bolivia Country Strategic Plan (2018-2022)

64. As of December 2020, the funding level over the total CSP budget was 56 percent of total needs-based plan, equivalent to USD 6.54 million.<sup>49</sup> However, if one considers only the requirements for 2018-2020, the funding level is 100 percent. In particular, while SO1 (crisis response) and SO4 (root causes – capacity strengthening) are fully funded, requirements for SO2 (root causes – malnutrition) and SO3 (resilience building) are funded at 7 and 54 percent respectively. Table 3 presents the level of funding of each outcome against the requirements for 2018-2020 and the relative weight of the resources available for each outcome over the total available so far.

**Table 3: Available resources by Focus area and Strategic Outcome (USD), as of December 2020**

| Focus Area          | Strategic Outcome  | Needs based plan US \$ million (2018-2020) | Actual Allocated resources US \$ Million | Relative Weight on total available resources |
|---------------------|--|--|--|--|
| CRISIS RESPONSE     | <b>SO1:</b> Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in time of crisis. | 1,869,425                                  | 2,553,691                                | 48%  |
| ROOT CAUSES         | <b>SO2:</b> Vulnerable groups at risk of malnutrition in all its forms have improved nutritional status by 2022                                | 410,074                                    | 27,919                                   | 0.5%   |
| RESILIENCE BUILDING | <b>SO3:</b> Smallholders have improved food security and nutrition through improved productivity and incomes by 2022                           | 2,501,075                                  | 1,359,373                                | 25%  |
| ROOT CAUSES         | <b>SO4:</b> National and subnational institutions have strengthened capacity   | 403,795                                    | 405,584                                  | 8%   |

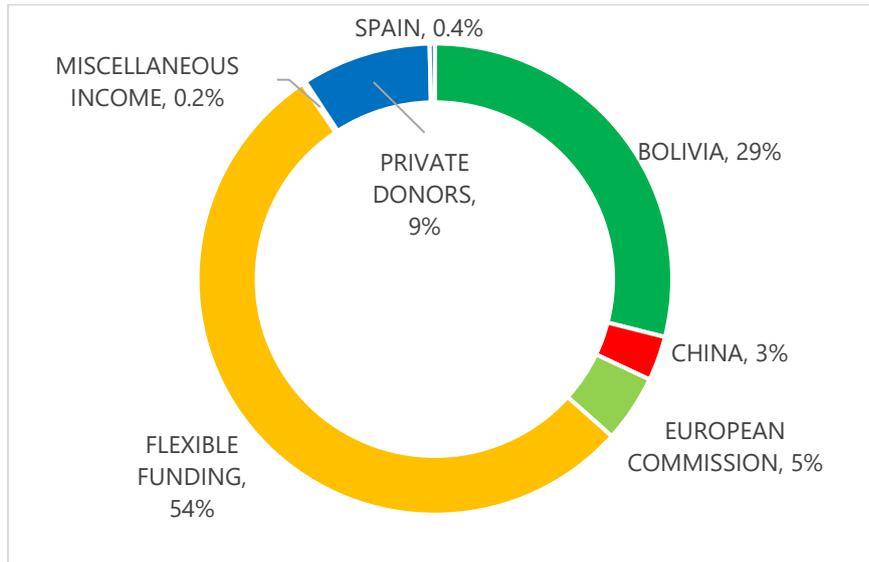
<sup>49</sup> Source: [https://one.wfp.org/operations/current\\_operations/ResUpdates/BO02.pdf](https://one.wfp.org/operations/current_operations/ResUpdates/BO02.pdf). Note: this includes Direct and Indirect Support Costs (DSC and ISC).

|  |   |                  |                  |             |
|--|---|------------------|------------------|-------------|
|  | to manage food security policies and programmes by 2022 |                  |                  |             |
|  | Non-SO-specific   |                  | 1,009,468        | 19%         |
|  | <b>Total Direct Operational Cost</b>                    | <b>5,184,369</b> | <b>5,356,034</b> | <b>100%</b> |

Source: IRM Analytics (data extracted on 10/12/2020). Note: Totals only include Total Direct Operational Costs, they do not include Direct Support Cost (DSC) and Indirect Support Cost (ISC)

65. As illustrated below, main donors contributing to the CSP include the Plurinational State of Bolivia, private donors, the European Commission and China, while a significant allocation of contributions came from flexible funding.<sup>50</sup>

**Figure 6: Main donors of WFP Country Strategic Plan in Bolivia 2018-2022**



Source: WFP FACTory (27/11/2020)

66. Finally, as illustrated in table 4, 78 percent of confirmed contributions are earmarked at activity level, 22 percent at country level and 0 percent at the Strategic Outcome level.

**Table 4: Bolivia CPB (2018-2022) Summary by donor allocation level**

| Donor Earmarking level  | Confirmed Contributions (USD million) | % of Total Contributions |
|-------------------------|---------------------------------------|--------------------------|
| Country Level           | 1,215,445                             | 22%                      |
| Strategic Outcome Level | 6.5                                   | 0%                       |
| Activity Level          | 4,346,024                             | 78%                      |
| Sum                     | 5,561,476                             | 100%                     |

Source: IRM Analytics (data extracted on 14/12/2020)

### Staffing

67. As of November 2020, the Country Office had 32 staff, of which 41% were female and 84% were short-term. Since 2019 WFP only operates with its Country Office in La Paz, following closure of sub-offices in Sucre and Tarija.

<sup>50</sup> WFP Bolivia Resource Situation (23 November 2020), <https://www.wfp.org/operations/bo02-bolivia-country-strategic-plan-2018-2022>

### **3.2. Scope of the Evaluation**

68. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2018-June 2021 (i.e. until the end of the data collection phase). Moreover, it will cover the year of 2017 with regard to the development of the transitional interim CSP (January-June 2018) and the current CSP (July 2018-December 2022), and associated decision-making process. Within this timeframe, the evaluation will look at the transition between the Country Programme and the CSP, analysing how the latter builds on or departs from previous activities and assessing if the envisaged strategic shift has taken place and what are the consequences. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.
69. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.
70. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

## 4. Evaluation Approach, Methodology and Ethical Considerations

### 4.1. Evaluation questions and criteria

71. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub questions as relevant and appropriate to the CSP and country context, including as relates to assessing the response to the COVID-19 crisis.

| <b>EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?</b> |  |
|--|--|
| 1.1  | <i>To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</i>  |
| 1.2  | <i>To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?</i>   |
| 1.3  | <i>To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs - in particular in response to the COVID-19 pandemic?</i> |
| 1.4  | <i>To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?</i>   |
| <b>EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in the Plurinational State of Bolivia?</b>                        |  |
| 2.1  | <i>To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?</i>  |
| 2.2  | <i>To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?</i>                      |
| 2.3  | <i>To what extent are the achievements of the CSP likely to be sustainable?</i>  |
| 2.4  | <i>In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?</i>   |
| <b>EQ3: To what extent has WFP’s used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>   |  |
| 3.1  | <i>To what extent were outputs delivered within the intended timeframe?</i>  |
| 3.2  | <i>To what extent were the coverage and targeting of interventions appropriate?</i>  |
| 3.3  | <i>To what extent were WFP’s activities cost-efficient in delivery of its assistance?</i>  |
| 3.4  | <i>To what extent were alternative, more cost-effective measures considered?</i>   |
| <b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b>                        |  |
| 4.1  | <i>To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?</i>   |

|     |   |
|-----|---|
| 4.2 | <i>To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?</i>  |
| 4.3 | <i>To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?</i>   |
| 4.4 | <i>To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?</i> |
| 4.5 | <i>What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</i>   |

72. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable.<sup>51</sup> Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Populations (AAP) of WFP's response.
73. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning to the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

## 4.2. Evaluation approach and methodology

74. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).
75. In so doing, it places emphasis on strengthening the humanitarian-development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
76. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
77. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys,

<sup>51</sup> <http://www.oecd.org/dac/evaluation/revise-evaluation-criteria-dec-2019.pdf>

focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

78. In view of the COVID-19 pandemic, OEV decided to consider remote evaluation approaches, whereby primary data collection could be done through remote interviews and, if feasible, focus groups and/or electronic surveys addressed to key informants from different stakeholder groups (e.g. Government institutions, staff from WFP and other UN agencies, cooperating partners). The evaluation will draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and available monitoring data. Depending on how the country and global contexts evolve, the remote approach might be revised, and primary data might be collected through in-country missions, as it would normally be the case. Therefore, the technical and financial offers for this evaluation should consider two scenarios: a) a full evaluation approach with inception and main mission both conducted virtually, only keeping the learning workshop in-country; b) a mixed approach, where the inception mission is conducted virtually and both the main data collection mission and the learning workshop are conducted in-country.
79. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
80. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
81. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
  - the quality of the gender analysis that was undertaken before the CSP was designed.
  - whether the results of the gender analysis were properly integrated into the CSP implementation.
82. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.
83. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

### 4.3. Evaluability assessment

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

84. Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a three-year to five-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

85. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

86. The latest version of the logframe of the Bolivia CSP includes 17 outcome indicators. 5 cross-cutting indicators and 36 output indicators to be reported on. From a preliminary desk review and analysis on availability of WFP monitoring data, some of the outcome and output indicators listed in the logical framework of the CSP have not been systematically reported on in the ACR 2018 and 2019. In addition, the number of indicators has increased over time since the approval of the CSP, making trend analysis difficult. As example at output level, out of the 36 indicators included in the logframe in 2019, only 25 have been measured and reported. Annex 5 provides an overview of data availability at outcome and output level.

87. Table 5 below presents an overview of recent WFP centralized and decentralized evaluations and other available secondary sources that may provide additional inputs to the CSPE.

**Table 5: Key evaluations and other performance, accountability and learning studies covering WFP Bolivia CO**

| Category                         | Title   |
|----------------------------------|---|
| <b>Centralized evaluations</b>   | <ul style="list-style-type: none"> <li>• Synthesis of WFP Operation Evaluations in Latin America and Caribbean region (2013-2016), OEV, 2017</li> <li>• Evaluation of the WFP Policy on Capacity Development (2009), OEV, 2018</li> <li>• Evaluation of the WFP Gender Policy (2015-2020), OEV, 2019</li> </ul>   |
| <b>Decentralized evaluations</b> | <ul style="list-style-type: none"> <li>• Evaluation of WFP Bolivia Country Programme 200381 (2013-2017), WFP Bolivia, 2018</li> </ul>   |
| <b>Other studies</b>             | <ul style="list-style-type: none"> <li>• Bolivia, Summary of Evaluation Evidence, WFP, 2020</li> <li>• Macro Financial Assessment (MaFA) – Bolivia, WFP, 2019</li> <li>• A cost-benefit analysis report of the school feeding programme in Bolivia, WFP, 2018</li> <li>• Smart School Meals - Nutrition-Sensitive National Programmes in Latin America and the Caribbean - A Review of 16 Countries, WFP, 2017</li> <li>• Strengthening capacities in Food Security and Nutrition in Latin America and the Caribbean, WFP Panama Regional Bureau, 2016</li> <li>• Strengthening National Safety Nets - School Feeding: WFP Evolving Role in Latin America and the Caribbean, WFP Panama Regional Bureau, 2016</li> <li>• Bolivia's Complementary School Feeding: A case study, WFP, 2014</li> </ul> |

#### National Data

88. On a scale from zero to a hundred, Bolivia scored 66.67 in the 2019 World Bank Statistical Capacity Index.<sup>52</sup> This is a relatively low score, below the average for Latin America and the Caribbean which is 71.11. The latest national population and housing censuses was completed in 2012 and the latest demographic and family

<sup>52</sup> [World Bank website.](#)

health survey<sup>53</sup> was completed in 2016, while the National Agricultural Census was concluded in 2013.<sup>54</sup> Microdata from these studies is available for download and processing at the *Instituto Nacional de Estadística* (INE) website. In addition, INE compiles main statistics in an interactive Statistical Yearbook, of which the most recent available edition is from 2019.<sup>55</sup>

89. As mentioned above, the Government is expected to present its first Voluntary National Review (VNR) at the High-level Political Forum<sup>56</sup>, to report on progress made in achieving the Sustainable Development Goals (SDGs).

#### 4.4. Ethical considerations

90. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
91. The team and the Evaluation manager (EM) will not have been involved in the design, implementation or monitoring of the WFP Plurinational State of Bolivia CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, Internet and Data Security Statement.

#### 4.5. Quality assurance

92. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
93. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.
94. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall post-hoc quality assessment (PHQA) results will be published on WFP website alongside the final evaluation report.

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<sup>53</sup> <https://www.ine.gob.bo/index.php/censos-y-banco-de-datos/censos/bases-de-datos-encuestas-sociales/>

<sup>54</sup> [INE website](#).

<sup>55</sup> <https://anuario.ine.gob.bo/paginas/cap03.html>

<sup>56</sup> <https://sustainabledevelopment.un.org/hlpf/2021>

## 5. Organization of the Evaluation

### 5.1. Phases and deliverables

95. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 6: Summary timeline – key evaluation milestones**

| Main Phases                        | Tentative key dates   | Tasks and Deliverables  |
|------------------------------------|---|---|
| 1. Preparatory                     | February 2021<br>February/March 2021<br>February/March 2021                                 | Final TOR<br>Evaluation Team and/or firm selection & contract<br>Summary TOR  |
| 2. Inception                       | March 2021<br>March 2021<br>May 2021  | HQ briefings<br>Inception briefings with CO and RB<br>Inception report  |
| 3. Evaluation, including fieldwork | June 2021   | Evaluation mission, data collection and exit debriefing   |
| 4. Reporting                       | July-August 2021<br>September-October 2021<br>October 2021<br>December 2021<br>January 2021 | Report drafting<br>Report review process<br>Learning Workshop<br>Final evaluation report<br>Summary Evaluation Report editing |
| 5. Dissemination                   | January 2022<br>March-October 2022<br>November 2022   | Management Response<br>Executive Board preparation<br>Wider dissemination   |

### 5.2. Evaluation team composition

96. The CSPE will be conducted by a gender balanced team of four members, ideally two international and two national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (Spanish and English) who can effectively cover the areas of evaluation. If the need be for data collection at community level, the evaluation team should arrange interpretation from Spanish to relevant Indigenous languages – Quechua, Aymara or Guaraní. The team leader should have excellent synthesis and evaluation reporting writing skills in English and Spanish. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

**Table 7: Summary of evaluation team and areas of expertise required**

| Areas   | Specific expertise required   |
|---|---|
| <b>Team Leadership</b>                              | <ul style="list-style-type: none"> <li>• Team management, coordination, planning, ability to resolve problems</li> <li>• Strong experience in evaluating implementation of strategic plans and CO positioning, including related to institutional capacity strengthening activities</li> <li>• Strong experience with evaluations in middle-income countries, and in humanitarian and development contexts</li> <li>• Relevant knowledge and experience in middle income countries, preferably in Latin America, and with key players within and outside the UN System;</li> <li>• Strong presentation skills and ability to deliver on time</li> <li>• Fluency and excellent writing skills in both Spanish and English</li> </ul> |
| <b>Institutional Capacity Strengthening</b>         | <ul style="list-style-type: none"> <li>• social protection programmes</li> <li>• emergency preparedness and response</li> <li>• food security and nutrition information systems (including early warning and nutrition surveillance)</li> <li>• school meals and nutritional education</li> <li>• support for smallholder farmers</li> </ul>  |
| <b>Smallholder farmers support</b>                  | <ul style="list-style-type: none"> <li>• Technical expertise in smallholder farmer support and training programs and proven track record of evaluation of such activities both in the context of development and humanitarian assistance</li> <li>• Technical expertise in cash-based transfer programmes</li> </ul>  |
| <b>Research Assistance</b>                          | Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.  |
| <b>Other technical expertise needed in the team</b> | <p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> <li>• Programme efficiency</li> <li>• Gender equality and empowerment of women</li> <li>• Humanitarian Principles and Protection</li> <li>• Accountability to Affected Populations</li> </ul> <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>  |

### 5.3. Roles and responsibilities

97. This evaluation is managed by the WFP Office of Evaluation (OEV). Filippo Pompili, Evaluation Officer, has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the first level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation

Officer, will provide second level quality assurance. The Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.

98. An internal reference group composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in the Plurinational State of Bolivia; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Sergio Torres, Head of Programme, has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

#### **5.4. Security considerations**

99. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical<sup>57</sup> or insecurity reasons. However, to avoid any security incidents, the Evaluation Manager will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

#### **5.5. Communication**

*It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

100. All evaluation products will be produced in Spanish. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make specific arrangements and include the cost in the budget proposal. A Communication and Knowledge Management Plan (see Annex 9) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

#### **5.6. Budget**

101. The evaluation will be financed through the CSP budget.

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<sup>57</sup> According to information provided by the Country Office, as of January 2021 there are not enough intensive therapy units in the country nor standard evacuation procedures in place.

# Annexes



## Annex 2: Plurinational State of Bolivia Fact Sheet

|                   | Parameter(source)  | 2017             | 2020              | Data source                               | Link  |
|-------------------|--|------------------|-------------------|---|---|
| <b>General</b>    |  |                  |                   |   |   |
| 1                 | Human Development Index (1)  | 0.693            | 0.703 (2018)      | UNDP Human Development Report 2018 & 2019 | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>   |
| 2                 | Asylum-seekers (pending cases) (5)                                       | -                | 52,514 (2018)     | UNHCR                                     | <a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>   |
| 3                 | Refugees (incl. refugee-like situations) (5)                             | 765              | 715,293 (2018)    | UNHCR                                     | <a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>   |
| 4                 | Returned refugees (5)  | -                | 0 (2018)          | UNHCR                                     | <a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>   |
| 5                 | Internally displaced persons (IDPs)                                      | -                | 0 (2018)          | UNHCR                                     | <a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>   |
| 6                 | Returned IDPs (5)  | -                | 0 (2018)          | UNHCR                                     | <a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>   |
| <b>Demography</b> |  |                  |                   |   |   |
| 7                 | Population, total (millions) (2)   | 11,192,854       | 11,513,100 (2019) | World Bank                                | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 8                 | Population, female (% of total population) (2)                           | 49.77            | 49.7 (2019)       | World Bank                                | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 9                 | % of urban population (1)  | 69.1             | 69.4 (2018)       | UNDP Human Development Report 2018 & 2019 | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a><br><a href="https://data.worldbank.org/country/jordan?view=chart">https://data.worldbank.org/country/jordan?view=chart</a>                |
| 10                | Population by age (1-4) (millions)                                       | 99:2018: 970,64  | n.a               | UNSD                                      | <a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>   |
| 11                | Population by age (5-9) (millions)                                       | 99:2018: 1,215,3 | n.a               | UNSD                                      | <a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>   |
| 12                | Population by age (10-14) (millions)                                     | 99:2018: 1,192,8 | n.a               | UNSD                                      | <a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>   |
| 13                | Total Fertility rate, per women (10)                                     | 2.7              | 2.7               | UNFPA                                     | <a href="https://www.unfpa.org/data/world-population-dashboard">https://www.unfpa.org/data/world-population-dashboard</a>   |
| 14                | Adolescent birth rate (per 1000 females aged between 15-19 years) (9)    | 71 (2015)        | n.a               | WHO                                       | <a href="https://apps.who.int/gho/data/view.xgswcah.31-data">https://apps.who.int/gho/data/view.xgswcah.31-data</a>   |
| <b>Economy</b>    |  |                  |                   |   |   |
| 15                | GDP per capita (current USD) (2)   | 3,351            | 3,552 (2019)      | World Bank                                | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 16                | Income Gini Coefficient (1)  | 44.6             | 44.0 (2017)       | UNDP Human Development Report 2018 & 2019 | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>   |
| 17                | Foreign direct investment net inflows (% of GDP) (2)                     | 1.90             | (0.39) (2019)     | World Bank                                | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 18                | Net official development assistance received (% of GNI) (4)              | 2.6              | 1.8 (2018)        | OECD/DAC                                  | <a href="https://public.tableau.com/views/OECD-DACaidataglanacebyrecipient_new/Recipients?embed=y&amp;:display_count=yes&amp;:showTabs=y&amp;:toolbar=no?&amp;:showVizHome=no">https://public.tableau.com/views/OECD-DACaidataglanacebyrecipient_new/Recipients?embed=y&amp;:display_count=yes&amp;:showTabs=y&amp;:toolbar=no?&amp;:showVizHome=no</a> |
| 19                | SDG 17: Volume of remittances as a proportion of total GDP (percent) (9) | 3.75             | 3.45 (2018)       | SDG Country Profile                       | <a href="https://country-profiles.unstatshub.org">https://country-profiles.unstatshub.org</a>   |
| 20                | Agriculture, forestry, and fishing, value added (% of GDP) (2)           | 11.59            | 12.22 (2019)      | World Bank                                | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

|                  | Parameter/(source)  | 2017             | 2020                          | Data source   | Link  |
|------------------|---|------------------|-------------------------------|---|---|
| <b>General</b>   |   |                  |                               |   |   |
| 21               | Population vulnerable to/near multidimensional poverty (%) (1)                                      | 15.7             | 15.7 (2019)                   | UNDP Human Development Report 2018 & 2019                     | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a> |
| 22               | Population in severe multidimensional poverty (%) (1)   | 7.1              | 7.1 (2019)                    | UNDP Human Development Report 2018 & 2019                     | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a> |
| <b>Health</b>    |   |                  |                               |   |   |
| 23               | Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)                           | 160 (2015)       | 220 (2017)                    | UNICEF SOW 2017 and 2019                                      | <a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>   |
| 24               | Healthy life expectancy at birth (total years) (2)  | 70.95            | 71.2 (2018)                   | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 25               | Prevalence of HIV, total (% of population ages 15-49) (2)   | 0.2              | 0.2 (2019)                    | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 26               | Current health expenditure (% of GDP) (2)   | 6.44             | not reported                  | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| <b>Gender</b>    |   |                  |                               |   |   |
| 27               | Gender Inequality Index (rank) (1)  | 102              | 101 (2018)                    | UNDP Human Development Report 2018 & 2019                     | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a> |
| 28               | Proportion of seats held by women in national parliaments (%) (2)                                   | 53.08            | 53.08                         | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 29               | Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) (2) | 59.09            | 62.98                         | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 30               | Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)               | 30.61            | 30.19                         | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| <b>Nutrition</b> |   |                  |                               |   |   |
| 31               | Prevalence of moderate or severe food insecurity in the total population (%) (7)                    | not reported     | not reported                  | The State of Food Security and Nutrition report 2017 and 2020 | <a href="http://www.fao.org/publications/sofi/en/">http://www.fao.org/publications/sofi/en/</a>   |
| 32               | Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (%) (3)                       | 2 (2011-2016)    | 2013-2018: 2                  | UNICEF SOW 2017 and 2019                                      | <a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>   |
| 33               | Height-for-age (Stunting - moderate and severe), (0-4 years of age) all children (%) (3)            | 18 (2011-2016)   | 2013-2018: 16                 | UNICEF SOW 2017 and 2019                                      | <a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>   |
| 34               | Weight-for-age (Overweight - moderate and severe), (0-4 years of age) (%) (3)                       | 9 (2011-2016)    | 2013-2018: 10                 | UNICEF SOW 2017 and 2019                                      | <a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>   |
| 35               | Mortality rate, under-5 (per 1,000 live births) (2)   | 28.2             | 26 (2019)                     | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| <b>Education</b> |   |                  |                               |   |   |
| 36               | Adult literacy rate (% ages 15 and older) (1)   | 92.5 (2016)      | 92.5 (2018)                   | UNDP Human Development Report 2018 & 2019                     | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a> |
| 37               | Population with at least secondary education (% ages 25 and older) (1)                              | 58.2             | female 52.8, male 65.1 (2018) | UNDP Human Development Report 2018 & 2019                     | <a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a> |
| 38               | Current education expenditure, total (% of total expenditure in                                     | not reported     | not reported                  | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 39               | School enrollment, primary (% gross) (2)  | 97.5             | 98.1 (2018)                   | World Bank  | <a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>   |
| 40               | Attendance in early childhood education - female (%) (3)  | not reported     | not reported                  | UNICEF SOW 2017 and 2019                                      | <a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>   |
| 41               | Gender parity index, secondary education (2)  | 1.01 (2009-2019) |                               | UNFPA   | <a href="https://www.unfpa.org/data/world-population-dashboard">https://www.unfpa.org/data/world-population-dashboard</a>   |

## Annex 3: Timeline

| Steps   |  | Action by    | Tentative key dates          |
|---|--|--------------|------------------------------|
| <b>Phase 1 – Preparation</b>  |  |              |                              |
|   | Draft TOR cleared by DoE and circulated for comments to CO and to LTA firms                              | DoE          | 13 January 2021              |
|   | Comments on draft TOR received   | CO           | 27 January 2021              |
|   | Proposal Deadline based on the Draft TOR   | LTA          | 3 February 2021              |
|   | LTA Proposal Review  | EM           | 3-10 February 2021           |
|   | Final revised TOR sent to WFP Stakeholders   | EM           | 20 February 2021             |
|   | Contracting evaluation team/firm   | EM           | 5 March 2021                 |
| <b>Phase 2 - Inception</b>  |  |              |                              |
|   | Team preparation, literature review prior to HQ briefing   | Team         | 5-15 March 2021              |
|   | HQ Inception Briefings   | EM & Team    | 15-22 March 2021             |
|   | CO and RB Inception Briefings  | EM & Team    | 23-31 March 2021             |
|   | Submit draft Inception Report (IR)   | TL           | 22 April 2021                |
|   | OEV quality assurance and feedback   | EM           | 29 April 2021                |
|   | Submit revised IR  | TL           | 6 May 2021                   |
|   | IR Review  | EM (and QA2) | 12 May 2021                  |
|   | IR Clearance   | DoE          | 17 May 2021                  |
|   | EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.          | EM           | 27 May 2021                  |
| <b>Phase 3 – Data Collection, including Fieldwork <sup>58</sup></b> |  |              |                              |
|   | In-country (or remote) Data Collection   | Team         | 7-21 June 2021 <sup>59</sup> |
|   | Exit Debrief (ppt)   | TL           | 21 June 2021                 |
|   | Preliminary Findings Debrief   | Team         | 7 July 2021                  |
| <b>Phase 4 - Reporting</b>  |  |              |                              |
| Draft 0   | Submit high quality draft ER to OEV (after the company's quality check)                                  | TL           | 8 August 2021                |
|   | OEV quality feedback sent to TL  | EM           | 22 August 2021               |
| Draft 1   | Submit revised draft ER to OEV   | TL           | 1 September 2021             |
|   | OEV quality check  | EM           | 14 September 2021            |
|   | Clearance prior to circulating the ER to IRG   | DoE          | 21 September 2021            |
|   | OEV shares draft evaluation report with IRG for feedback   | EM/IRG       | 25 September 2021            |
|   | Learning workshop (in country or remote)   | CO/TL/RB/EM  | 11-12 October 2021           |
|   | Consolidate WFP comments and share with Team   | EM           | 20 October 2021              |
|   | Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments. | ET           | 8 November 2021              |
| □   | Review D2  | EM           | 15 November 2021             |

<sup>58</sup> Minimum 6 weeks should pass between the submission of the Inception report and the starting of the Data collection phase.

<sup>59</sup> In case of remote data collection, this will need to be spread over a longer period (e.g. 31 May – 10 July).

| Steps   |   | Action by | Tentative key dates   |
|---|---|-----------|-----------------------|
|   | Submit final draft ER to OEV  | TL        | 22 November 2021      |
| Draft 3   | Review D3   | EM        | 29 November 2021      |
|   | Seek final approval by DoE  | DoE       | 6 December 2021       |
|   | Draft Summary Evaluation Report   | EM        | 5-20 January 2022     |
|   | Seek DoE clearance to send SER  | DoE       | 25 January 2022       |
|   | OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director            | DoE       | 31 January 2022       |
| <b>Phase 5 - Executive Board (EB) and follow-up</b> |   |           |                       |
|   | Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation | EM        | January-February 2022 |
|   | Tail end actions, OEV websites posting, EB Round Table Etc.   | EM        | February-October 2022 |
|   | Presentation of Summary Evaluation Report to the EB   | DoE       | November 2022         |
|   | Presentation of management response to the EB   | RD/ CPP   | November 2022         |

## Annex 4: Preliminary Stakeholder Analysis

|                                    | Interest in the evaluation   | Participation in the evaluation   | Who   |
|------------------------------------|--|---|---|
| <b>Internal (WFP) stakeholders</b> |  |   |   |
| <b>Country Office</b>              | Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.   | CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the inception and data collection phase. They will have an opportunity to review and comment on the draft ER as part of the Internal Reference Group, participate in both the debriefing at the end of the data collection phase and the learning workshop, and prepare management response to the CSPE. | Senior management, Programme, M&E, Finance and other sectors as relevant  |
| <b>Regional Bureau in Panama</b>   | The Regional Bureau in Panama (RBP) have an interest in learning from the evaluation results as these can inform regional plans and strategies.  | RBP staff will be key informants and interviewed during the inception and data collection phase. They will participate in the debriefing at the end of the data collection phase and in the learning workshop. They will have an opportunity to provide comments on the draft ER and on the management response to the CSPE prepared by the CO.   | Senior RB Management, Head of Programme; Programme and Policy Advisors, Supply Chain Advisor, Partnership Advisor, Regional Monitoring Advisor, Regional VAM advisor, Regional Budget & Programming Officer, and other(s) |
| <b>HQ Divisions</b>                | HQ Divisions and Technical Units such as programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates. | The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefings with the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER and management response to the CSPE.   | Evaluation focal points in HQ Divisions as relevant, including from Technical Assistance and Country Capacity Strengthening Service   |

|  | Interest in the evaluation   | Participation in the evaluation   | Who   |
|--|--|---|---|
| <b>WFP Executive Board</b>   | The Executive Board members have an accountability role, but also an interest in potential wider lessons from the Plurinational State of Bolivia's evolving contexts and about WFP roles, strategy and performance.  | Presentation of the evaluation results at the November 2022 session to inform Board members about the performance and results of WFP activities in the Plurinational State of Bolivia.  | EB Member delegates   |
| <b>External stakeholders</b>   |  |   |   |
| <b>Affected population/beneficiary group</b>   | As the ultimate recipients of food or cash-based transfers and other types of assistance, such as capacity strengthening, beneficiaries, including organizations, have a stake in determining whether WFP assistance is relevant, appropriate and effective. | They will be interviewed and consulted during the data collection phase as feasible. Special arrangements may have to be made to meet children.   | Smallholder farmers and other beneficiaries of FFA and related training sessions; participants in school meals activities (students, teachers and parents); participants in advocacy, communication and awareness-raising activities; staff from institutions and other participants in capacity strengthening activities, including in the areas of school meals and malnutrition. |
| <b>National and local government institutions</b> - including from the 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, the Vice Ministry of Micro and Small Businesses, among others. | The evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.   | Key staff from the Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions. | Political and technical staff; municipal authorities; school staff.   |

|   | Interest in the evaluation   | Participation in the evaluation   | Who  |
|---|--|---|--|
| <b>UN Country Team and Other International Organizations</b> – including from the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), United Nations Development Programme (UNDP), among others. | UN agencies and other partners in the Plurinational State of Bolivia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners. | The evaluation team will seek key informant interviews with the UN and other partner agencies. The CO will keep UN partners, other international organizations informed of the evaluation's progress. | Senior Management, UN Resident Coordinator, UN Agencies' Representatives |
| <b>Donors</b> - including the Plurinational State of Bolivia, European Commission, People's Republic of China, Spain  | WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.   | Involvement in interviews and feedback sessions as applicable, and report dissemination   | Representatives from main bilateral donors                               |
| <b>Cooperating partners and NGOs</b> , as applicable  | WFP's cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results.   | Interviews with staff of cooperating partners and NGOs during the data collection phase as applicable.  | TBD during the inception phase   |
| <b>Private sector, civil society and Academia</b> , as applicable   | Current or potential partners from the private sector, the civil society and Academia may have an interest in learning about the implications of the evaluation results.   | Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.   | TBD during the inception phase   |

## Annex 5: Evaluability Assessment

Table 1: CSP Plurinational State of Bolivia logframe analysis

| Logframe version  |                                | Outcome indicators | Cross-cutting indicators | Output indicators |
|---|--------------------------------|--------------------|--------------------------|-------------------|
| v 1.0<br>(6/7/2017)   | <b>Total nr. of indicators</b> | <b>15</b>          | <b>5</b>                 | <b>26</b>         |
| v 2.0<br>(28/5/18)  | New indicators                 | 2                  | 0                        | 10                |
|   | Discontinued indicators        | 0                  | 0                        | 0                 |
|   | <b>Total nr. of indicators</b> | <b>17</b>          | <b>5</b>                 | <b>36</b>         |
| <b>Total number of indicators that were included across all logframe versions</b> |                                | <b>15</b>          | <b>5</b>                 | <b>26</b>         |

Source: COMET report CM-L010 (Date of Extraction: (27.11.2020),

Table 2: Analysis of results reporting in Bolivia Annual Country Reports [2018-2019]

|                                 |  | ACR 2018  | ACR 2019  |
|---------------------------------|--|-----------|-----------|
| <b>Outcome Indicators</b>       |  |           |           |
|                                 | Total number of indicators in applicable logframe    | <b>17</b> | <b>17</b> |
| Baselines                       | Nr. of indicators with any baselines reported        | <b>0</b>  | <b>12</b> |
|                                 | <i>Total nr. of baselines reported</i>               | 0         | 162       |
| Year-end targets                | Nr. of indicators with any year-end targets reported | <b>3</b>  | <b>15</b> |
|                                 | <i>Total nr. of year-end targets reported</i>        | 5         | 64        |
| CSP-end targets                 | Nr. of indicators with any CSP-end targets reported  | <b>0</b>  | <b>0</b>  |
|                                 | <i>Total nr. of CSP-end targets reported</i>         | 0         | 0         |
| Follow-up                       | Nr. of indicators with any follow-up values reported | <b>3</b>  | <b>15</b> |
|                                 | <i>Total nr. of follow-up values reported</i>        | 5         | 162       |
| <b>Cross-Cutting Indicators</b> |  |           |           |
|                                 | Total number of indicators in applicable logframe    | <b>5</b>  | <b>5</b>  |
| Baselines                       | Nr. of indicators with any baselines reported        | <b>0</b>  | <b>3</b>  |
|                                 | <i>Total nr. of baselines reported</i>               | 0         | 36        |
| Year-end targets                | Nr. of indicators with any year-end targets reported | <b>0</b>  | <b>2</b>  |

|                          |  |           |           |
|--------------------------|--|-----------|-----------|
|                          | <i>Total nr. of year-end targets reported</i>        | 0         | 24        |
| CSP-end targets          | Nr. of indicators with any CSP-end targets reported  | <b>0</b>  | <b>0</b>  |
|                          | <i>Total nr. of CSP-end targets reported</i>         | 0         | 0         |
| Follow-up                | Nr. of indicators with any follow-up values reported | <b>0</b>  | <b>5</b>  |
|                          | <i>Total nr. of follow-up values reported</i>        | 0         | 58        |
| <b>Output Indicators</b> |  |           |           |
|                          | Total number of indicators in applicable logframe    | <b>36</b> | <b>36</b> |
| Targets                  | Nr. of indicators with any targets reported          | <b>4</b>  | <b>25</b> |
|                          | <i>Total nr. of targets reported</i>                 | 4         | 43        |
| Actual values            | Nr. of indicators with any actual values reported    | <b>4</b>  | <b>25</b> |
|                          | <i>Total nr. of actual values reported</i>           | 4         | 42        |

Source: COMET report CM-L010 (Date of Extraction: 27.11.2020), ACR Bolivia 2018, 2019

## Annex 6: WFP Plurinational State of Bolivia presence in years pre-CSP

|                                |   | 2016  | 2017   | 2018   | 2019   |
|--------------------------------|---|---|--|--|--|
| <b>Bolivia relevant events</b> |   | Bolivia is within the area affected by El Niño. In Bolivia it is expected to modify the rainfall patterns causing floods in the northern lowlands and droughts in the highlands and in El Chaco Region. | Pockets of extreme vulnerability among indigenous groups and recurring and intensifying natural disasters due to climate change. | The Government declared a national emergency due to drought (affecting 177,000 families) in 2016 and in 2018 due to floods. Recurring droughts, floods, frosts and hail aggravate the situation of the agricultural sector, threatening the food security of the most vulnerable | The Government declared a state of disaster due to wildfires ravaging forested and agricultural areas in the eastern part of the country. In 2019, wildfires destroyed more than 6 million hectares in the Bolivian Amazon |
| <b>WFP interventions</b>       | CSP 2018-2022   |   |  | <i>Total requirements</i> 11,686,162<br><i>Total contributions received</i> 6.541,214<br><i>Funding</i> 55.97%   |   |
|                                | DEV 200381 Bolivia Country Programme 2013-2017  | <i>Total requirements</i> 12,885,382<br><i>Total contributions received</i> 5,68,1276<br><i>Funding</i> 44%   |  |  |   |
|                                | IR-EMOP – 200902 Emergency response to flood-affected families in Northern Santa Cruz | <i>Total requirements</i> 992,484<br><i>Total contributions received</i> 992,484<br><i>Funding</i> 100%   |  |  |   |
|                                | IR-EMOP 201021 Assistance to drought-affected populations of the Oruro Department     |   | <i>Total requirements</i> 1,071,331<br><i>Total contributions received</i> 1.016.255<br><i>Funding</i> 94.9%                     |  |  |

|  |  |  |   |   |  |
|--|--|--|---|---|--|
| <b>WFP interventions</b>               | IR PREP 200917 Special Preparedness Activities in Bolivia in relation to El Nino 2016                        | <i>Total requirements</i><br>103,683<br><i>Total contributions received</i> 99,314<br><i>Funding</i> 96% |   |   |  |
|  | transitional-ICSP Jan-Jun 2018   |  |   |   |  |
| <b>Outputs at Country Office Level</b> | Food distributed (MT)<br>   | 709 MT   | 613 MT (DEV)  | 277 MT (I-CSP)  | 0  |
|  | Cash distributed (USD)<br> | 1,103,455  | 53,625 (DEV)  | 452, 200 (I-CSP_  | 4,907.490 (CSP) <sup>60</sup>                          |
|  | Actual beneficiaries (number)  | Male: 38,186<br>Female: 40,161<br>Total: 78,347  | Male: 20,973<br>Female: 19,360<br>Total: 40,333 (DEV) | Male: 33,400<br>Female: 33,400<br>Total: 66,800 (I-CSP) | Male: 69,000<br>Female: 68,000<br>Total: 137,000 (CSP) |

Source: WFP Factory, WFP Operations Database: data compiled on [29/11/20]

<sup>60</sup> This value accounts for the entire CSP

# Annex 7: Line of Sight

## CSP Plurinational State of Bolivia (2018-2022), Line of Sight

| Line of Sight for Bolivia All   |  |   |   |
|---|--|---|---|
| Country Strategic Plan Excl. DSC/ISC \$8,913,999  |  |   |   |
| DSC \$2,058,924   |  |   |   |
| ISC \$713,240   |  |   |   |
| Total Country Strategic Plan \$11,686,162   |  |   |   |
| WFP Strategic Goal 1 (SDG2)   |  | WFP Strategic Goal 2 (SDG17)  |   |
| Support countries to achieve zero hunger<br>\$8,211,907   |  | Partner to support implementation of the SDGs<br>\$702,091  |   |
| WFP Strategic Objective 1   | WFP Strategic Objective 2  | WFP Strategic Objective 3   | WFP Strategic Objective 4   |
| End hunger by protecting access to food<br>\$3,396,535  | Improve nutrition<br>\$780,574   | Achieve food security<br>\$4,034,798  | Support SDG implementation<br>\$702,091   |
| WFP Strategic Result 1 (SDG Target 2.1)   | WFP Strategic Result 2 (SDG Target 2.2)  | WFP Strategic Result 3 (SDG Target 2.3)   | WFP Strategic Result 5 (SDG Target 17.9)  |
| Everyone has access to food   | No one suffers from malnutrition   | Smallholders have improved food security and nutrition  | Countries have strengthened capacity to implement the SDGs  |
| CRISIS RESPONSE   | ROOT CAUSES  | RESILIENCE BUILDING   | ROOT CAUSES   |
| Strategic Outcome 01  | Strategic Outcome 02   | Strategic Outcome 03  | Strategic Outcome 04  |
| Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in time of crisis.<br>\$3,396,535 | Vulnerable groups at risk of malnutrition in all its forms have improved nutritional status by 2022<br>\$780,574   | Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)<br>\$4,034,798  | National and subnational institutions have strengthened capacity to manage food security policies and programmes by 2022 (SDG target 17.9)<br>\$702,091 |
| Provide Food Assistance for Assets (FFA) to crisis affected households. \$3,396,535;  | 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. \$780,574; | Provide FFA and training to subsistence smallholder farmers \$1,607,131;<br>Strengthen government institutions in order to link smallholder surplus production under activity 3 with the demand generated by the school meals programme. \$2,427,667; | Strengthen capacities of government institutions to reduce the food insecurity of the most vulnerable communities \$702,091;                            |

The above Line of Sight provides a breakdown of Activity Costs (i.e. not including Adjusted DSC and ISC)

Source: [WFP Integrated Road Map Analytics website](#) (visited on 27 November 2020)

## Annex 8: Key information on beneficiaries and transfers

Tables 1&2: Actual beneficiaries versus planned [2017-2022] by year, strategic outcome, activity category and gender

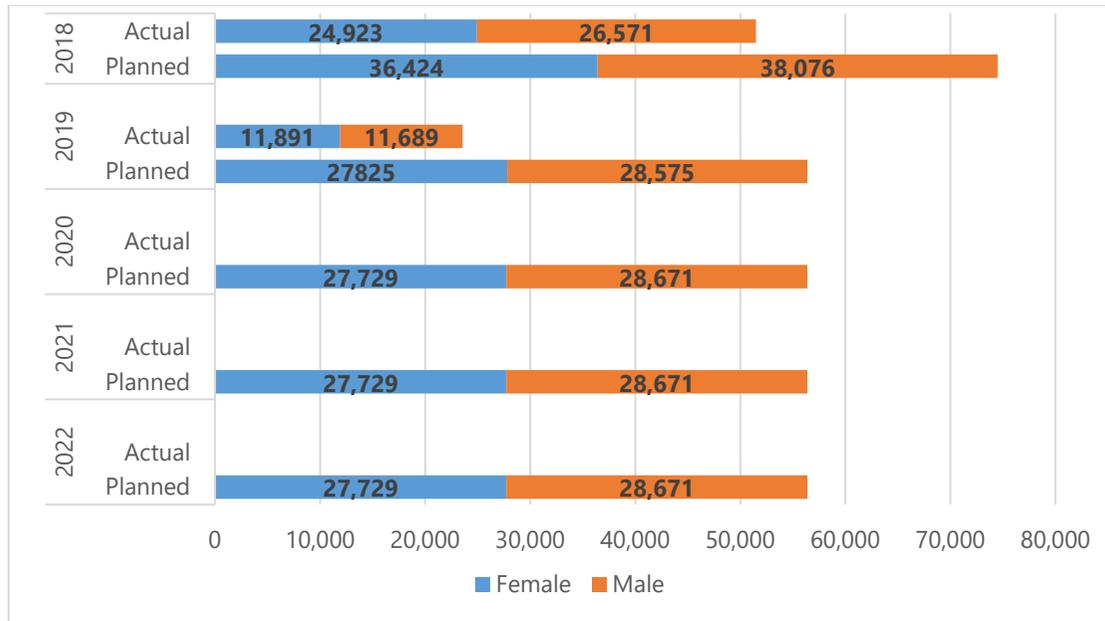
| Strategic Outcome/Activity category   | 2017    |       |        |       | 2018    |       |        |       | 2019    |       |        |      |
|---|---------|-------|--------|-------|---------|-------|--------|-------|---------|-------|--------|------|
|   | Planned |       | Actual |       | Planned |       | Actual |       | Planned |       | Actual |      |
|   | Female  | Male  | Female | Male  | Female  | Male  | Female | Male  | Female  | Male  | Female | Male |
| <b>SO1: Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in time of crisis.</b>                            |         |       |        |       |         |       |        |       |         |       |        |      |
| ACL: Asset creation and livelihood support activities   |         |       |        |       | 3556    | 3445  |        |       | 7598    | 7404  | 6030   | 5877 |
| <b>SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>   |         |       |        |       |         |       |        |       |         |       |        |      |
| FFA: Food Assistance for Assets   | 14700   | 15300 |        |       |         |       |        |       |         |       |        |      |
| FFT: Food Assistance for Training   | 2940    | 3060  |        |       |         |       |        |       |         |       |        |      |
| <b>S04: Reduce undernutrition and break the intergenerational cycle of hunger</b>   |         |       |        |       |         |       |        |       |         |       |        |      |
| NUT_STUN: Nutrition: Prevention of Stunting   | 4000    | 0     |        |       |         |       |        |       |         |       |        |      |
| SF_ON: School Feeding (on-site)   | 19711   | 21289 | 19296  | 21037 |         |       |        |       |         |       |        |      |
| <b>Strategic Outcome 01: School-aged children in municipalities with high levels of vulnerability to food insecurity have access to adequate food throughout the year</b> |         |       |        |       |         |       |        |       |         |       |        |      |
| SMP: School meal activities   |         |       |        |       | 17521   | 19280 | 15225  | 16780 |         |       |        |      |
| <b>Strategic Outcome 03: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)</b>                    |         |       |        |       |         |       |        |       |         |       |        |      |
| ACL: Asset creation and livelihood support activities   |         |       |        |       | 355     | 345   |        |       | 709     | 691   | 3363   | 3291 |
| SMS: Smallholder agricultural market support activities   |         |       |        |       | 0       | 0     | 2361   | 2558  | 19520   | 20480 | 2498   | 2521 |
| <b>Strategic Outcome 03: Vulnerable families in targeted areas have increased resilience to climate change by June 2018</b>   |         |       |        |       |         |       |        |       |         |       |        |      |
| ACL: Asset creation and livelihood support activities   |         |       |        |       | 15000   | 15000 | 7337   | 7232  |         |       |        |      |

| Strategic Outcome/Activity category   | 2020    |       |        |      | 2021    |       |        |      | 2022    |       |        |      |
|---|---------|-------|--------|------|---------|-------|--------|------|---------|-------|--------|------|
|   | Planned |       | Actual |      | Planned |       | Actual |      | Planned |       | Actual |      |
|   | Female  | Male  | Female | Male | Female  | Male  | Female | Male | Female  | Male  | Female | Male |
| <b>SO1: Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in time of crisis.</b>                            |         |       |        |      |         |       |        |      |         |       |        |      |
| ACL: Asset creation and livelihood support activities   | 7500    | 7500  |        |      | 7500    | 7500  |        |      | 7500    | 7500  |        |      |
| <b>SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>   |         |       |        |      |         |       |        |      |         |       |        |      |
| FFA: Food Assistance for Assets   |         |       |        |      |         |       |        |      |         |       |        |      |
| FFT: Food Assistance for Training   |         |       |        |      |         |       |        |      |         |       |        |      |
| <b>S04: Reduce undernutrition and break the intergenerational cycle of hunger</b>   |         |       |        |      |         |       |        |      |         |       |        |      |
| NUT_STUN: Nutrition: Prevention of Stunting   |         |       |        |      |         |       |        |      |         |       |        |      |
| SF_ON: School Feeding (on-site)   |         |       |        |      |         |       |        |      |         |       |        |      |
| <b>Strategic Outcome 01: School-aged children in municipalities with high levels of vulnerability to food insecurity have access to adequate food throughout the year</b> |         |       |        |      |         |       |        |      |         |       |        |      |
| SMP: School meal activities   |         |       |        |      |         |       |        |      |         |       |        |      |
| <b>Strategic Outcome 03: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)</b>                    |         |       |        |      |         |       |        |      |         |       |        |      |
| ACL: Asset creation and livelihood support activities   | 709     | 691   |        |      | 709     | 691   |        |      | 709     | 691   |        |      |
| SMS: Smallholder agricultural market support activities   | 19520   | 20480 |        |      | 19520   | 20480 |        |      | 19520   | 20480 |        |      |
| <b>Strategic Outcome 03: Vulnerable families in targeted areas have increased resilience to climate change by June 2018</b>   |         |       |        |      |         |       |        |      |         |       |        |      |
| ACL: Asset creation and livelihood support activities   |         |       |        |      |         |       |        |      |         |       |        |      |

Source: COMET report CM-R020, data extracted on [28/11/20]

**Figure 1: Actual versus planned beneficiaries by gender in Bolivia, (2018-2022)**



Source: COMET report CM-R001b, data extracted on [28/11/20]

**Table 3: Actual beneficiaries by transfer modality in Bolivia, 2018-2022<sup>61</sup>, by strategic outcome**

| Year | Strategic Outcome   | Activity  | Actual (Food) | Actual (CBT) | % Actual v. Planned (Food) | % Actual v. Planned (CBT) |
|------|---|---|---------------|--------------|----------------------------|---------------------------|
| 2018 | Strategic Outcome 1: School-aged children in municipalities with high levels of vulnerability to food insecurity have access to adequate food throughout the year | Act 1. Distribute school meals and strengthen the participation of small holders in the food supply to the municipal school meal programmes.                        | 27147         | 4858         | 108.59%                    | 41.17%                    |
|      | Strategic Outcome 3: Vulnerable families in targeted areas have increased resilience to climate change by June 2018   | Act 3. Provide conditional transfers to food insecure families in disaster affected and disaster prone areas  |               | 14570        |                            | 48.57%                    |
|      | Strategic Outcome 1: Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in time of crisis.           | Act 1. Provide Food Assistance for Assets (FFA) to crisis affected households.  |               |              |                            |                           |
|      | Strategic Outcome 3: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)                    | Act 3. Provide FFA and training to subsistence smallholder farmers  |               |              |                            |                           |
|      | Strategic Outcome 3: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)                    | Act 4. Strengthen government institutions in order to link smallholder surplus production under activity 3 with the demand generated by the school meals programme. |               | 4919         |                            |                           |
| 2019 | Strategic Outcome 1: Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in time of crisis.           | Act 1. Provide Food Assistance for Assets (FFA) to crisis affected households.  |               | 11907        |                            | 79.38%                    |
|      | Strategic Outcome 3: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)                    | Act 3. Provide FFA and training to subsistence smallholder farmers  |               | 6654         |                            | 475.29%                   |
|      | Strategic Outcome 3: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)                    | Act 4. Strengthen government institutions in order to link smallholder surplus production under activity 3 with the demand generated by the school meals programme. |               | 5019         |                            | 12.55%                    |

Source: COMET report CM-R002b, data extracted on [28/11/20]

<sup>61</sup> No data available yet for 2020 onwards

## Annex 9: Communication & Knowledge Management Plan

| Phase<br>Evaluation stage | What<br>Communication product | Which<br>Target audience   | How & Where<br>Channels   | Who<br>Creator lead | Who<br>Creator support | When<br>Publication draft | When<br>Publication deadline |
|---------------------------|-------------------------------|--|---|---------------------|------------------------|---------------------------|------------------------------|
| Preparation               | Comms in ToR                  | <ul style="list-style-type: none"> <li>• Evaluation Team</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> </ul>   | EM/CM               |                        | Dec 2020                  | Jan 2021                     |
| Preparation               | Summary ToR and ToR           | <ul style="list-style-type: none"> <li>• WFP Technical Staff and Practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo; WFP.org</li> </ul>   | EM                  |                        | Jan 2021                  | Feb 2021                     |
| Inception                 | Inception report              | <ul style="list-style-type: none"> <li>• WFP Technical Staff and Practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo</li> </ul>  | EM                  |                        | April 2021                | April 2021                   |
| Reporting                 | Exit debrief                  | <ul style="list-style-type: none"> <li>• CO staff &amp; stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• PPT, meeting support</li> </ul>  | EM/ET               |                        | May 2021                  | May 2021                     |
| Reporting                 | Stakeholder workshop          | <ul style="list-style-type: none"> <li>• WFP Technical Staff and Practitioners</li> <li>• WFP country/regional office/national and local stakeholders</li> </ul>   | <ul style="list-style-type: none"> <li>• Workshop, meeting</li> <li>• Piggyback on any CSP formulation workshop</li> </ul>  | EM/ET               | CM                     | Sept 2021                 | Sept 2021                    |
| Dissemination             | Evaluation report             | <ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society/Peers/Networks</li> </ul> | <ul style="list-style-type: none"> <li>• Email</li> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Network platforms (UNEG, ALNAP)</li> <li>• Newsflash</li> </ul> | EM                  | CM                     | Nov 2021                  | Dec 2022                     |
| Dissemination             | Summary evaluation report     | <ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society/Peers/Networks</li> </ul> | <ul style="list-style-type: none"> <li>• Executive Board website (for SERs and MRs)</li> </ul>  | EM/EB               | CM                     | From Mar 2022             | From Mar 2022                |

| Phase<br>Evaluation stage | What<br>Communication product | Which<br>Target audience   | How & Where<br>Channels   | Who<br>Creator lead | Who<br>Creator support | When<br>Publication draft | When<br>Publication deadline |
|---------------------------|-------------------------------|--|---|---------------------|------------------------|---------------------------|------------------------------|
| Dissemination             | Management response           | <ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Country/Regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul> | <ul style="list-style-type: none"> <li>• Web (WFP.org, WFPgo)</li> <li>• KM channels</li> </ul>   | EB                  | EM                     | From Mar 2022             | From Mar 2022                |
| Dissemination             | ED Memorandum                 | <ul style="list-style-type: none"> <li>• ED/WFP management</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> </ul>   | EM                  | DE                     | From Mar 2022             | From Mar 2022                |
| Dissemination             | Talking Points/Key messages   | <ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> </ul>   | <ul style="list-style-type: none"> <li>• Presentation</li> </ul>  | EM                  | CM                     | From Mar 2022             | From Mar 2022                |
| Dissemination             | PowerPoint presentation       | <ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> </ul>  | <ul style="list-style-type: none"> <li>• Presentation</li> </ul>  | EM                  | CM                     | From Mar 2022             | From Mar 2022                |
| Dissemination             | Report communication          | <ul style="list-style-type: none"> <li>• Evaluation management Group (EMG)</li> <li>• Division Directors, Country Offices and evaluation specific stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> </ul>   | EM                  | DE                     | From Mar 2022             | From Mar 2022                |
| Dissemination             | Newsflash                     | <ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul> | <ul style="list-style-type: none"> <li>• Email</li> </ul>   | CM                  | EM                     | From Mar 2022             | From Mar 2022                |
| Dissemination             | Business cards                | <ul style="list-style-type: none"> <li>• Evaluation community</li> <li>• Partners/Civil society/Peers/Networks</li> </ul>  | <ul style="list-style-type: none"> <li>• Cards</li> </ul>   | CM                  |                        | From Mar 2022             | From Mar 2022                |
| Dissemination             | Brief                         | <ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society/Peers/Networks</li> </ul>   | <ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul> | EM                  | CM                     | From Mar 2022             | From Mar 2022                |

## Annex 10: Template for evaluation matrix

| Dimensions of Analysis   | Lines of Inquiry | Indicators | Data Sources | Data Collection Techniques | Data Analysis |
|--|------------------|------------|--------------|----------------------------|---------------|
| <b>Evaluation Question 1: To what extent is WFP's Strategic Position, role, and specific contribution based on country priorities and people's needs as well as WFP's Strengths?</b> |                  |            |              |                            |               |
| 1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?                      |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?          |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?        |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| <b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?</b>  |                  |            |              |                            |               |

| Dimensions of Analysis  | Lines of Inquiry | Indicators | Data Sources | Data Collection Techniques | Data Analysis |
|---|------------------|------------|--------------|----------------------------|---------------|
| 2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?  |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
| 2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)? |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
| 2.3 To what extent are the achievements of the CSP likely to be sustained?  |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
| 2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?                                |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
| <b>Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>  |                  |            |              |                            |               |
| 3.1 To what extent were outputs delivered within the intended timeframe?  |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
|   |                  |            |              |                            |               |
| 3.2 To what extent was coverage and targeting of interventions appropriate?   |                  |            |              |                            |               |
|   |                  |            |              |                            |               |

| Dimensions of Analysis   | Lines of Inquiry | Indicators | Data Sources | Data Collection Techniques | Data Analysis |
|--|------------------|------------|--------------|----------------------------|---------------|
| 3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?   |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 3.4 To what extent were alternative, more cost-effective measures considered?  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| <b>Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?</b>   |                  |            |              |                            |               |
| 4.1 To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP? |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?   |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?                     |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
| 4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |
|  |                  |            |              |                            |               |

| <b>Dimensions of Analysis</b>  | <b>Lines of Inquiry</b> | <b>Indicators</b> | <b>Data Sources</b> | <b>Data Collection Techniques</b> | <b>Data Analysis</b> |
|--|-------------------------|-------------------|---------------------|-----------------------------------|----------------------|
| 4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP? |                         |                   |                     |                                   |                      |
|  |                         |                   |                     |                                   |                      |
|  |                         |                   |                     |                                   |                      |

# Annex 11: Approved CSP document

**Link:** <https://www.wfp.org/operations/bo02-bolivia-country-strategic-plan-2018-2022>

## Annex 12: Proposed members of the Internal reference group

### **Bolivia Country Office**

|                  |                           |
|------------------|---------------------------|
| Country Director | <b>Ana Maria Salhuana</b> |
|------------------|---------------------------|

|                   |                      |
|-------------------|----------------------|
| Head of Programme | <b>Sergio Torres</b> |
|-------------------|----------------------|

(CSPE Focal point nominated by the CD)

### **Panama Regional Bureau**

|     |            |
|-----|------------|
| tbc | <b>tbc</b> |
|-----|------------|

|     |            |
|-----|------------|
| tbc | <b>tbc</b> |
|-----|------------|

|     |            |
|-----|------------|
| tbc | <b>tbc</b> |
|-----|------------|

### **HQ**

|  |                        |
|--|------------------------|
| Technical Assistance and Country Capacity Strengthening Service (PROT) | <b>Maria Lukyanova</b> |
|--|------------------------|

|  |                     |
|--|---------------------|
| Technical Assistance and Country Capacity Strengthening Service (PROT) | <b>Katri Kangas</b> |
|--|---------------------|

### **Keep in copy**

Michala Assankpon: Regional Evaluation Officer a.i.

Ana Urgoiti: Regional Evaluation consultant

# Annex 13: Terms of Reference for the CSPEs

## Internal Reference Group (IRG)

### 1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

### 2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

### 3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase.
- Suggest key references and data sources in their area of expertise.
- Participate in field debriefings (optional).
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in national learning workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

### 4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaus. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at regional bureau level. Selected HQ staff may also be included in the

IRG, depending on the CSPE context and the availability of expertise at RB level<sup>62</sup> (where no technical lead is in post at RB level, HQ technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

| Country Office  | Regional Bureau  | Head Quarters<br>(optional as needed and relevant to country activities)   |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Evaluation focal point (nominated by CD)</li> <li>• Head of Programme</li> <li>• Deputy Country Director(s)</li> <li>• Country Director (for smaller country offices)</li> </ul> | <p>Core Members:</p> <ul style="list-style-type: none"> <li>• Regional Supply Chain Officer</li> <li>• Senior Regional Programme Advisor</li> <li>• Regional Head of VAM</li> <li>• Regional Emergency Preparedness &amp; Response Unit Officer</li> <li>• Regional Gender Adviser</li> <li>• Regional Humanitarian Adviser (or Protection Adviser)</li> <li>• Regional Monitoring Officer</li> </ul> <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> <li>• Senior Regional Nutrition Adviser</li> <li>• Regional School Feeding Officer</li> <li>• Regional Partnerships Officer</li> <li>• Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods)</li> <li>• Regional HR Officer</li> <li>• Regional Risk Management Officer</li> </ul> <p><b>Keep in copy: REO and DRD</b></p> | <ul style="list-style-type: none"> <li>• Technical Assistance and Country Capacity Strengthening Service, OSZI</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, OSZP</li> <li>• Emergencies and Transition Unit, OSZPH.</li> <li>• Cash-based Transfers, CBT.</li> <li>• Staff from Food Security, Logistics and Emergency Telecoms Global Clusters</li> </ul> <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol.</p> |

#### 5. Approach for engaging the IRG:

The OEV Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the Terms of Reference (ToR), the OEV Regional Unit Head and OEV Evaluation Manager will consult with the Regional Programme Advisor and the Regional Evaluation Officer at an early stage of ToR drafting, particularly as relates to: a) temporal and thematic

<sup>62</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the CSP; c) humanitarian situation and d) key donors and other strategic partners.

Once the draft ToR are ready, the OEV Evaluation Manager will prepare a communication to be sent from Director OEV to the Country Director, with copy to the Regional Bureau, requesting comments to the ToR from the Country Office and proposing the composition of the IRG for transparency.

The final version of the CSPE TORs will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in section 3 of this ToR, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

## Annex 14: Bibliography

|  | Author  | Date       |
|--|---|------------|
| <b>1.National Policies, Framework, Plans</b>   |   |            |
| Resultados Definitivos de los Censos Nacionales 2012   | INE   | 2012       |
| Bolivia demographic and family health  | INE   | 2016       |
| Agricultural Census Databases  | INE   | 2013       |
| Statistical Yearbook 2019  | INE   | 2019       |
| Households Surveys Databases (1999-2017)   | INE   | 1999-2017  |
| Plan Estrategico Ministerial 2016-2020   | Government of Plurinational State of Bolivia        | 2016       |
| Plan Operativo Anual (2013-2020)   | Government of Plurinational State of Bolivia        | 2013-2020  |
| Agenda Patriotica 2025   | Government of Plurinational State of Bolivia        | 2013       |
| Plan de Desarrollo Económico y Social en el marco del Desarrollo Integral para Vivir Bien (2016 – 2020)                    | Government of Plurinational State of Bolivia        | 2015       |
| <b>2. WFP Operations in Bolivia</b>  |   |            |
| Bolivia, Summary of evaluation evidence  | WFP – OEV   | 2020       |
| Bolivia, Country Programme 200381: an evaluation   | WFP – OEV   | 2020       |
| Strategic Evaluation of Funding WFP's Work   | WFP – OEV   | 2020       |
| Migration Pulse Remote Assessment  | WFP   | 2020       |
| Needs analysis informing WFP's Global Response Plan to COVID-19  | WFP   | 2020       |
| Study on Shock-Responsive Social Protection in LAC   | WFP   | 2019       |
| Evaluation of the Pilot Country Strategic Plans, OEV 2018  | WFP – OEV   | 2018       |
| Evaluation of the WFP Policy on Capacity Development (2009)  | WFP – OEV   | 2018       |
| Smart School Meals - Nutrition-Sensitive National Programmes in Latin America and the Caribbean - A Review of 16 Countries | WFP   | 2017       |
| 2017 South-South cooperation Review (Deliverable A, B, C)  | WFP   | 2017       |
| Evaluation of WFP's policy on capacity development   | WFP   | 2017       |
| STRENGTHENING CAPACITIES in Food Security and Nutrition in Latin America and the Caribbean                                 | WFP   | 2018       |
| Country Strategic Plan 2018-2022   | WFP   | 2017       |
| Annual Country Reports   | WFP   | 2018-2019  |
| COMET Reports  | WFP   | 2018-2019  |
| Bolivia Country Briefs   | WFP   | 2017-2020  |
| Country Strategic Plan 2018-2022, Line of Sight  | WFP   | 2017-2020  |
| <b>3.External documents</b>  |   |            |
| Regional Refugee and Migrant Response Plan   | R4V Response for Venezuelans                        | 2019, 2020 |
| Marco de Complementariedad de Naciones Unidas para el Vivir Bien en Bolivia 2018-2022                                      | UNDAF- Government of Plurinational State of Bolivia | 2017       |
| Investing in cultural diversity  | UNESCO  | 2020       |
| Gender Gap Report  | WEF   | 2020       |

|  |  |            |
|--|--|------------|
| Policy brief: The impact of covid-19 on Latin America and the Caribbean  | Secretary-General / UN Sustainable Development Group | 2020       |
| Economic Survey of Latin America and the Caribbean   | CEPAL  | 2019       |
| Social Protection Systems in LAC: The Plurinational State of Bolivia   | CEPAL  | 2013       |
| Economy of Climate Change in Bolivia   | IDB-CEPAL  | 2014       |
| Policy expansion in compressed time: Assessing the speed, breadth and sufficiency of post-COVID-19 social protection measures in 10 Latin American countries | CEPAL- German Cooperation                            | 2020       |
| The State of Food Security and Nutrition report  | FAO  | 2019       |
| Human Development Report   | UNDP   | 2018, 2019 |
| <b>4.WFP Corporate documents</b>   |  |            |
| <b>4.0 WFP Strategic Plan (2014-2017) and related docs</b>   |  |            |
| Fit for Purpose WFP's New Organizational Design  | WFP  | 2012       |
| Management Results Framework (2014-2017)   | WFP  | 2013       |
| Strategic Plan (2014-2017)   | WFP  | 2013       |
| Strategic Results Framework (2014-2017)  | WFP  | 2013       |
| Evaluability Assessment of SP 2014-2017  | WFP  | 2015       |
| Indicator compendium 2014-2017   | WFP  | 2015       |
| Orientation Guide  | WFP  | 2015       |
| Evaluability Assessment of WFP's Strategic Plan 2014-2017  | WFP  | 2016       |
| Strategic Plan mid-term Review (2014-2017)   | WFP  | 2016       |
| CRF Indicators mapping and analysis  | WFP  | 2018       |
| <b>4.1 WFP Strategic Plan (2017-2021) (IRM) and related docs</b>   |  |            |
| Performance Management Policy in WFP 2014-2017   | WFP  | 2014       |
| Performance Management Policy Memo   | WFP  | 2014       |
| Corporate Results Framework 2017-2021 and its updates  | WFP  | 2016-2020  |
| Financial Framework Review 2017-2021   | WFP  | 2016       |
| Policy on Country Strategic Plans  | WFP  | 2016       |
| Strategic Plan 2017-2021   | WFP  | 2016       |
| ToC Guidance   | WFP  | 2017       |
| CRF Indicator Compendium   | WFP  | 2018       |
| Corporate Results Framework 2017-2021 revised  | WFP  | 2018       |
| Compendium of policies related to the Strategic Plan   | WFP  | 2019       |
| CRF Indicator Compendium Revised   | WFP  | 2019       |
| CPB Guidelines   | WFP  | 2020       |
| Mid-term evaluation of WFP Strategic Framework (2017-2021)   | WFP  | 2020       |
| Mid-Term Review (MTR) of the revised Corporate Results Framework brief   | WFP  | 2020       |
| <b>5. Evaluation Process</b>   |  |            |
| <b>5.0 CSPE Evaluation Quality Assurance Guidance</b>  |  |            |
| CSPE Guidance for Process and Content (revised 24 Sept 2020)   | WFP – OEV  | 2020       |
| Evaluation Report Template (revised 24 Sept 2020)  | WFP – OEV  | 2020       |
| Inception Report template (revised 24 Sept 2020)   | WFP – OEV  | 2020       |
| Quality Checklist for ER (revised 24 Sept 2020)  | WFP – OEV  | 2020       |
| Quality Checklist for IR (revised 24 Sept 2020)  | WFP – OEV  | 2020       |
| Quality Checklist for SER (revised 24 Sept 2020)   | WFP – OEV  | 2020       |
| Quality Checklist for TOR (revised 24 Sept 2020)   | WFP – OEV  | 2020       |
| <b>5.1 Examples of other recent completed CSPE</b>   |  |            |
| Timor Leste and Indonesia CSPE ER, Honduras IR   | WFP – OEV  | 2020       |

# Annex 15: Acronyms

|                 |   |
|-----------------|---|
| <b>AAP</b>      | Accountability to Affected Populations  |
| <b>ACR</b>      | Annual Country Report   |
| <b>APR</b>      | Annual Performance Report   |
| <b>CO</b>       | Country Office  |
| <b>CP</b>       | Country Programme   |
| <b>CPB</b>      | Country Portfolio Budget  |
| <b>CPP</b>      | Corporate Planning and Performance  |
| <b>CRF</b>      | Corporate Results Framework   |
| <b>CSP</b>      | Country Strategic Plan  |
| <b>CSPE</b>     | Country Strategic Plan Evaluation   |
| <b>DEV</b>      | Development Project   |
| <b>EB</b>       | Executive Board   |
| <b>ECLAC</b>    | Economic Commission for Latin America and the Caribbean                                 |
| <b>EMOP</b>     | Emergency Operation   |
| <b>EQAS</b>     | Evaluation quality assurance system   |
| <b>EM</b>       | Evaluation Manager  |
| <b>ER</b>       | Evaluation Report   |
| <b>FAO</b>      | Food and Agriculture Organization   |
| <b>GEEW</b>     | Gender equality and the empowerment of women  |
| <b>HQ</b>       | Headquarters  |
| <b>IPC</b>      | Integrated Food Security Phase Classification   |
| <b>IR</b>       | Inception Report  |
| <b>IRG</b>      | Internal Reference Group  |
| <b>M&amp;E</b>  | Monitoring & Evaluation   |
| <b>MTR</b>      | Mid Term Review   |
| <b>NBP</b>      | Needs Based Plan  |
| <b>NGO</b>      | Non-governmental organization   |
| <b>OCHA</b>     | United Nations Office for the Coordination of Humanitarian Affairs                      |
| <b>ODA</b>      | Official Development Assistance   |
| <b>OECD/DAC</b> | Organization for Economic Co-operation and Development/Development Assistance Committee |
| <b>OEV</b>      | Office of Evaluation  |
| <b>RB</b>       | Regional Bureau   |
| <b>RBP</b>      | Regional Bureau of Panama   |
| <b>REO</b>      | Regional Evaluation Officer   |
| <b>SDG</b>      | Sustainable Development Goal  |
| <b>SGBV</b>     | Sexual and Gender-Based Violence  |
| <b>SER</b>      | Summary Evaluation Report   |
| <b>TL</b>       | Team Leader   |
| <b>TOR</b>      | Terms of Reference  |
| <b>UN-SWAP</b>  | United Nations System Wide Action Plan  |
| <b>UN CERF</b>  | United Nations Central Emergency Response Fund  |
| <b>UNDAF</b>    | United Nations Development Assistance Framework   |
| <b>UNDP</b>     | United Nations Development Programme  |
| <b>UNHCR</b>    | United Nations High Commissioner for Refugees   |
| <b>UNEG</b>     | United Nations Evaluation Group   |
| <b>UNESCO</b>   | United Nations Educational, Scientific and Cultural Organization                        |
| <b>UNFPA</b>    | United Nations Fund for Population Activities   |
| <b>UNICEF</b>   | United Nations International Children's Emergency Fund                                  |
| <b>VAM</b>      | Vulnerability Assessment and Mapping  |
| <b>WFP</b>      | World Food Programme  |
| <b>WHO</b>      | World Health Organization   |
| <b>ZHSR</b>     | Zero Hunger Strategic Review  |