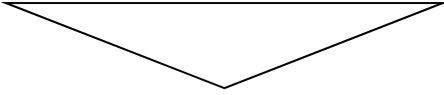




**BOLIVIA TRANSITIONAL INTERIM COUNTRY
STRATEGIC PLAN
(JAN – JUN 2018)**

Duration (starting date – end date)	01 January 2018 – 30 June 2018
Total cost to WFP	USD 1,168,718
Gender and Age Marker Code	

EXECUTIVE SUMMARY



Bolivia has made significant progress in improving food and nutrition security, and reducing extreme poverty. However, sustaining progress, particularly in the most vulnerable areas, depends on the future of the country's oil and gas revenues, which in recent years have shown dramatic decreases. Despite the progress, poverty and malnutrition levels remain amongst the highest in the region.

The Government of Bolivia is addressing these challenges in its national development framework which consists of the Patriotic Agenda 2015 and the National Social and Economic Development Plan 2016-2020. The Plan is aligned with the 2030 Agenda for Development and its pillar eight shares same objectives as Sustainable Development Goal 2. The Plan is being used as the basis for the United Nations Development Assistance Framework 2018-2022, in which the Government and the United Nations agreed to include two outcome areas directly related to zero hunger and one outcome area to ensure socio-economic inclusion of the most vulnerable, including indigenous groups.

The Government is seeking WFP's assistance in capacity strengthening 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.

This transitional ICSP articulates WFP's value proposition to support the Government of Bolivia to improve food security and nutrition between January and June 2018, extending its Country Programme 2013-2017 and laying the ground for the new CSP 2018-2022. The transitional ICSP is designed to support the Government and partners to achieve the following Outcomes:

- *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.
- *Strategic Outcome 3:* Vulnerable families in targeted areas have increased resilience to climate change by June 2018.

The outcomes are aligned to the national laws and decrees of the country, outcome areas 1 and 2 of the United Nations Development Assistance Framework 2018-2022, and Sustainable Development Goal 2, targets 1, 2 and 3.

Throughout its work, WFP emphasises capacity strengthening of national, departmental and municipal programmes, and enhances national ownership. Consultations with the Ministry of Planning, line ministries and other institutions were used as a basis for this document and further inputs from government will be collected over coming months which will help guide the design of the full CSP.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Bolivia experienced fast economic growth with an average yearly Gross Domestic Product (GDP) increase of 4.9 percent between 2004 and 2015. Social protection programmes improved access to food; yet malnutrition (including stunting in children, anaemia and obesity amongst women of reproductive age) remains. Bolivia has experienced impressive results in terms of development indicators compared to other South American countries, but is still one of the poorest countries in the region. The Gini index improved from 0.59 in 2005 to 0.5 points in 2014. The Human Development Index (HDI) was at 0.67 points in 2015, which is below the average of 0.751 for countries in Latin America and the Caribbean, positioning it at 118 out of 188 countries. With 0.44 points in the Gender Inequality Index, Bolivia scores slightly below average for a country with medium human development. The main challenge will be to prevent the country from losing ground and reversing the gains made in recent years in terms of poverty reduction.

1.2. PROGRESS TOWARDS SDG 2

➤ *Progress on SDG 2 targets*

2. *Access to food:* The percentage of Bolivians in extreme poverty, measured via access to a basic food basket, has declined from 38.2 in 2005 to 16.8 percent in 2015.¹ Social protection programmes targeting the elderly, school children, and pregnant and lactating women (PLW), lifted 2.5 percent of the population out of extreme poverty. In the poorest income decile, 22.7 percent of average total income per person comes from social protection transfers. Rural extreme poverty is at 30 percent, while urban extreme poverty is at 9.3 percent.² While income increases for women were significantly higher than income increases for men, wage gaps are still high between 20 and 40 percent. These gaps affect indigenous women, in rural highland areas the most.³

3. *End malnutrition:* The country's Global Hunger Index improved from 30.8 points in 2000 to 15.4 points in 2016, but is still the highest in South America. From 2000 to 2016, the proportion of undernourished in the population declined from 34.6 to 15.9 percent, the prevalence of stunting in children under five years from 33.1 to 18.1 percent and under five mortality rate from 80 to 38 per 1,000 live births. Wasting prevalence for children under five year old is constant at 1.6 percent. Anaemia levels among women between 14 and 49 years are at 38.3 percent, obesity and overweight levels amongst women of reproductive age are alarming at 50 percent. In children under five years of age, anaemia reaches critical levels at 60 percent. With all of these indicators, there are large disparities between urban and rural areas.⁴

4. *Smallholder productivity and income:* Average agricultural productivity increased between 2005 and 2015 from 10.3 to 12.7 mt/capita, but increases were highly concentrated in the Santa Cruz department, where most of the big agribusiness activities take place. In all other departments improvements were small or productivity declined. Improvements in per capita productivity were reached through expanding agricultural lands from 2.6 to 3.7 million hectares

¹ National Statistical Institute, 2015. Website

² Disaggregated data on poverty according to age and gender is not available.

³ Analysis based on "National Statistical Institute, 2015. National Household Survey. La Paz, INE"

⁴ Ministry of Health, 2008. National Demography and Health Survey. La Paz, Ministry of Health

(ha), while productivity per ha declined from 4.2 mt/ha in 2005 to 4 mt/ha in 2015.⁵ Causes for this decline include (i) migration of the agricultural labour force, disproportionately affecting young, male workers, to cities and to the mining industry; (ii) the expansion of intensive cash crop cultivation, without protecting soil sustainability; and (iii) negative climatic impacts. A case study in a sample of rural, vulnerable municipalities indicates that women work more hours per year than men, but that 65.8 percent of this work relates to household chores, which is normally not considered in the statistics.⁶

5. *Sustainable food systems:* Increases in per capita productivity were achieved mostly through the expansion of the agricultural frontier, while agrochemical imports rose from 19,309 mt in 2005 to 92,922 mt in 2014. Products for exports played the biggest part in the expansion of the agricultural sector, increasing land use by 35.4 percent, while agricultural production for national consumption increased land use by 20.9 percent.⁷ WFP and the Met Office Hadley Centre consider Bolivia to be the most vulnerable country to climate change in South America. Assuming low worldwide emission increases, their analysis predicts that Bolivia's vulnerability to food insecurity will increase by 22 percent by the 2050s, if no adaptation measures are taken.⁸ Bolivia suffers from many climatic disasters with heavy snow, drought and floods being the most frequent. Disasters have affected about 89,000 families per year between 2002 and 2015.⁹ Between 1996 and 2015, according to the Global Climate Risk Index (2017), Bolivia experienced an average of 42 fatalities per year and losses of USD 143.4 million.¹⁰

➤ **Macro-economic environment**

6. High oil and natural gas prices enabled the expansion of social protection programmes using expansive transfers, which cover 44.2 percent of the population.¹¹ Investments in agriculture have increased eight fold within the last ten years. Decreasing hydrocarbon prices since 2013 have forced the Government to fund their social protection programmes with national financial reserves. This and recurring natural disasters threaten to reverse the progress that has been achieved in recent years.

7. *Supply side:* Cereal yields increased between 2006 and 2015 by 58.3 percent and the agricultural GDP from USD 3.9 to 5.1 billion. Its share in the national GDP decreased however from 14.4 to 11.9 percent. There is a disparity between industrialized agriculture, which increased its share of GDP by 11 percent since the 1980's, and smallholder agriculture, which decreased its share of GDP by 5.6 percent in the same period. The main drivers of agricultural development include cash crops such as soya, which contributed to make Bolivia a net exporter of food in value terms but not in terms of metric tons and has little impact on food security. Smallholder farmers are largely disconnected from this agribusiness development.¹²

8. *Demand side:* Rising incomes, due to oil price-driven economic growth, have transformed consumption patterns in Bolivia. Animal protein consumption rose from 23 to 29

⁵ Calculations based on "Ministry of Rural Development and Land, 2013. Censo Agropecuario. La Paz, INE" and "National Statistical Institute, 2017. Website"

⁶ Prudencio J., 2009. Genero y nuevas estrategias productivas en el sector rural en los municipios de Yunchara (Potosí), El Puente, San Lorenzo y Uriondo (Tarija). In: Genero, estrategias productivas y alimentación. La Paz, FTIERRA.

⁷ Calculations based on "Ministry of Rural Development and Land, 2013. Censo Agropecuario. La Paz, INE" and "National Statistical Institute, 2017. Website"

⁸ WFP/Met Office Hadley Centre, 2017. Website

⁹ National Observatory of Disasters, 2017. Website

¹⁰ Germanwatch, 2017. Global Climate Risk Index 2017. Berlin, Germanwatch

¹¹ National Statistical Institute, 2015. National Household Survey. La Paz, INE

¹² Calculations based on "Ministry of Rural Development and Land, 2013. Censo Agropecuario. La Paz, INE" and "National Statistical Institute, 2017. Website"

gr/capita/day between 2005 and 2011,¹³ with rising consumption of chicken meat accounting for 49.8 percent of animal protein consumption. Consumption of fat is 3.15 times higher than the monthly maximum recommended by the Ministry of Health and sugar consumption is over 20 percent higher.¹⁴ Increases in the consumption of meat, fats and sugar will likely continue if incomes (and oil and gas prices) keep rising.

➤ **Key cross-sectorial linkages**

9. According to World Bank data, poverty, as measured by access to basic services and goods, has declined from 51.1 percent in 2005 to 31 percent in 2015 in urban areas and from 76.6 to 55 percent in rural areas (Sustainable Development Goal (SDG) 1, target 1). Within the same time frame, the national minimum wage increased from Bs. 440¹⁵ to Bs. 1,656.¹⁶ The social protection programmes for child health and education cover 68.6 and 84.1 percent of the vulnerable people in urban and rural areas, respectively, while the transfers for the elderly cover 97.3 percent of that targeted age group (SDG 1, target 2).

10. Maternal mortality declined from 305 to 206 deaths per 100,000 between 2005 and 2015 (SDG 3, target 1) and neonatal mortality from 27.1 to 19.6 deaths per 1,000 live birth (SDG 3, target 2). The primary school male completion rate is at 91.3 percent and the female completion rate stands at 89.6 percent (SDG 4, target 1), with comparable values for lower secondary completion (90.4 percent for male and 90.6 percent for female students).

11. Underage pregnancy rates are high, with 18 percent of girls becoming pregnant before coming of age and anaemia levels are high in pregnant teenage girls. Since 70 percent of pregnancies are unplanned, much remains to be done in terms of women's empowerment, sexual education and reproductive rights.¹⁷ Even though the legal status for men and women to own land and non-land assets is equal,¹⁸ the latest (2006) report of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) states that women often lack the identity documents to access land and other assets, which limits progress in terms of gender equality: 19 percent of land is titled to women exclusively and 34 percent jointly for wife and husband.

1.3. HUNGER GAPS AND CHALLENGES

12. WFP developed a Zero Hunger Roadmap, which was reviewed and approved by the Ministry of Planning for Development (MPD). It is based on the national planning framework, consisting of the Patriotic Agenda (AP) 2015-2020 and the National Social and Economic Development Plan (PDES) 2016-2020. In it the following gaps were identified:

13. **Gap 1: Policies and Social Protection**

- Little coordination between programmes and vertical dissemination of policies.
- Data on food security and nutrition is outdated and lacks geographical granularity.
- Social protection programmes are vulnerable to price fluctuations of exported goods.

¹³ FAO, 2017. FAOstat website

¹⁴ Calculations based on "National Statistical Institute, 2015. National Household Survey. La Paz, INE" and "Ministry of Health, 2016. Bases Técnicas de las Guías Alimentarias para la Población Boliviana. La Paz, Ministry of Health"

¹⁵ USD 63.68

¹⁶ USD 239.67

¹⁷ Ministry of Health, 2008. National Demography and Health Survey. La Paz, Ministry of Health

¹⁸ Law on the National Institute of Land Reform, law No. 1715, enacted 18 October 1996

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- Social protection transfers are universal and thus very hard to maintain. Furthermore, the most vulnerable groups are not reached reliably.
 - Insufficient incorporation of nutrition topics in school meals activities.
 - Low cost-efficiency of school meals.
 - Lacking cost analysis for the implementation of the national plan for school meals.
 - No cross-sectoral approach to include gender in food and nutrition programmes.
14. Gap 2: Food Production (particularly, smallholder production)
- Insufficient knowledge base on productive techniques by smallholder farmers: Loss of traditional knowledge and insufficient technical assistance.
 - Limited access to credit, inputs, information and insurance.
 - Lack of an integrated supply chain for smallholders in remote areas.
 - Unequal land distribution between men and women.
 - Food production is concentrated in the Highlands and Valleys, and areas with poor soil quality are often populated by indigenous groups.
15. Gap 3: Nutrition
- Scarce nutrition education, especially for PLW, in terms of breastfeeding, use of government in-kind provisions and dietary diversity.
 - Lack of local fortification mechanism for smallholder production.
 - Lack of information on the diversity of food available in Bolivia.
 - No programmes cover two to four year olds and teenage girls, and the efficiency of programmes for children under the age of two needs to be improved.
 - High obesity levels, especially in urban and suburban areas.
16. Gap 4: Resilience
- Lack of infrastructure, particularly storage for emergency food stocks for vulnerable populations and distribution networks for emergency response, and cash and voucher distributions.
 - Low capacities for resilience and disaster response of small and remote municipalities, often overlapping with indigenous populations.
 - Import dependency, due to food production concentrated around cash crops.
 - Urbanization, mostly men and youth are leaving women, children and the elderly behind in rural areas responsible for food production.
17. The challenges and gaps will be partially addressed by this transitional ICSP, and during this phase, WFP will lay the ground for the full CSP by developing new partnerships, strengthening WFP’s advisory role, refining the working relationship with the Government, evaluating certain past activities, and introducing and testing new models.

1.4. KEY COUNTRY PRIORITIES

➤ *Government priorities*

18. The overall objective of the AP 2025 – PDES 2016-2025 development framework is to “eradicate extreme material, social and spiritual poverty, with the overarching goal of creating a holistic human being”. According to the AP 2025, this requires universal access to social services for the Bolivian population (SDG 3, 4, 6, 7) and sufficient income (SDG 1). High quality education for all is a key element in achieving this goal (SDG 4) and inadequate food consumption and poor nutrition have to be eradicated (SDG 2).

19. The Government’s efforts towards Zero Hunger (SDG 2) are defined by the 13 pillars of the AP 2025 and the PDES 2016-2020. The AP presents Bolivia’s long-term vision to “eliminate hunger and malnutrition by 2025” by focusing on the most vulnerable populations,

ensuring school meals nationwide, diversifying and increasing food production and consumption, and coordinating effectively to promote multi sectoral linkages.

20. Under pillar 8 “Food Security and Sovereignty” the PDES 2016-2020 includes five results, which correspond to SDG 2 targets 1 to 4, to SDG 17 and to related SDGs:

- Eliminate hunger, undernutrition and reduce malnutrition (SDG 2.1 and 2.2);
- Provide universal access to school meals (SDG 2.1);
- Achieve sovereignty through local food production (SDG 2.3);
- Ensure diversified food production, protection of local diversity, and strong food cultures and traditions (SDG 2.4);
- Cross-sectoral programing within the framework of the food and nutrition policy (SDG 17).

21. Other targets of different pillars, which contribute to SDG 2, are pillar 3.1 (health), pillar 4.3 (technology), pillar 5.5 (fair markets), pillar 6.3 (agricultural production/smallholders) and pillar 9.5 (development of sustainable productive systems within the territorial management framework).

➤ *United Nations and other partners*

22. The United Nations Development Assistance Framework (UNDAF) 2018-2022 includes the following Outcome Areas:

- Area 1: Inclusive social development towards an integral human being.
- Area 2: Integrated development and plural economy.
- Area 3: Public management and justice with plurality.
- Area 4: Interculturality, decolonization and depatriarchalization.

23. WFP has participated actively in the UNDAF 2018-2022 formulation and will contribute primarily to Outcomes Areas 1 and 2.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP’S EXPERIENCE AND LESSONS LEARNED

24. By 2016, the following achievements were noted, one year before the planned end date of Country Programme (CP) 2013-2017¹⁹:

- In component 1 (sustainable and productive school feeding), the integrated school meals model successfully promoted the use of traditional foods and helped achieve equal access to schools for boys and girls. Local purchases made by the municipalities with their own resources, alongside the rations received by WFP, enabled some schools to “graduate” from WFP assistance. WFP provides a ration for breakfast and the municipalities provide the food for lunch. WFP installed energy saving stoves in every school thus reducing the smoke inhaled by the cooks (usually mothers) and reducing the amount of firewood used. WFP ensured that each school had either a school garden or a greenhouse (depending on the altitude) to produce

¹⁹ School Feeding Law 622 of 29/12/14 includes the purchase of foods to small holders: SABER report 12/5/15; Energy saving stoves were installed in all schools of Chuquisaca Department through a multi-year grant from TRUVIA (see final report) from 2012-2015; From 2013 to 2016, two municipalities “graduated” from WFP’s assistance. In addition, The CO will carry out a Decentralized Evaluation in 2018, which will provide evidence on the outcomes of the current CP, serving as lessons learned to guide future CSP.

micronutrient rich foods. This school meals model was adopted by the National School Meals Law. In addition, the Systems Approach for Better Education Results (SABER) was used to assess the level of government ownership. The main challenges identified were in the areas of coordination and monitoring, hence WFP will continue to strengthen national coordination and monitoring systems and promote national ownership of school meals.

- In component 2 (support to national nutrition programmes), WFP supported the national social protection programme for PLW and children under two (Bono Juana Azurduy). Programme coverage and regular health checks were increased through the introduction of a food ration which complemented the cash transfer provided by the Government. PLW were also given nutritional training. The main objective of this component was to demonstrate the value of providing a food ration as a complement to the pre-existing cash transfer. Following the success of this initiative, the Government has now introduced a food ration into the national programme, which it finances. A joint study by WFP and the Government of this initiative is currently being carried out and results will assist the Government to improve targeting and the quality of food provided.
- In component 3 (Livelihood development and disaster risk reduction), most of the activities undertaken promoted disaster risk reduction (DRR) and resilience building through FFA, which resulted in very good results. Following a successful project of food assistance for assets using vouchers implemented with an indigenous organization, the organization contributed resources to WFP to continue with the intervention. Given the improvements of livelihoods of the people affected by natural disasters using cash as the preferred transfer modality, the Vice Minister of Civil Defence (VIDECI) has decided to incorporate cash-based transfers (CBT) within the Ministry's own programmes and intends to use WFP's SCOPE platform for the national beneficiary registration.
- Although emergency response was not part of CP 2013-2017, WFP contributed to all major food-related emergencies that occurred during this period and remains a key partner in Bolivia for emergency preparedness and response and DRR. Prioritising women in the distribution process successfully increased their participation in the asset creation activities and in community decision making.

25. In order to build an evidence base for the formulation of its CSP, to facilitate resource mobilization and to strengthen the partnership with the Government, WFP commissioned various studies of the interventions.

26. One study is underway to gather lessons learned from the municipal institution in charge of school meals (MAECH) in Chuquisaca. The study highlights the opportunities of MAECH to become a non-profit school meals delivery organization in Bolivia. The key lesson learned is that the success of the model depends on the active engagement of municipal authorities, teachers, school boards and small-holder farmers for the provision of meals.

27. WFP is also evaluating the results obtained through the inclusion of food rations within the Government's cash transfer programme to PLW (Bono Juana Azurduy) in order to achieve better nutritional outcomes. These results are expected in September and will feed into the new CSP design.

2.2. OPPORTUNITIES FOR WFP

28. In March 2017, the MPD and WFP held a workshop with line ministries and other national institutions to identify specific challenges that needed to be addressed to achieve SDG

2 in Bolivia and the role that WFP will play in the country over the next five years. The following priorities were identified:

- Institutional capacity strengthening for coordination and cross-sectoral articulation;
- Support of smallholders in vulnerable, food insecure areas, including in urban areas;
- Improvement of food security/sovereignty, and nutrition, of vulnerable groups;
- Nutrition education and behaviour change; and
- Institutional capacity strengthening for emergency preparedness and response.

2.3. STRATEGIC CHANGES

29. WFP will strengthen the school meals programme by helping municipalities to expand local purchases from smallholder farmers and ensure an effective handover of the programme to the participating municipalities. One Purchase for Progress (P4P) type pilot programme and another using CBT will be introduced, tested and compared to identify the best model to be scaled-up by local governments in the upcoming CSP. Promoting gender equality is central to both pilot programmes and WFP is selecting mostly women suppliers.

30. The national social protection programme for PLW (Bono Juana Azurduy) will receive WFP technical support in the areas of quality control, hygiene and food management so that the food distributions follow norms and regulations. During the transition, WFP will build on these activities and expand the nutrition education component through a number of new partnerships (including the Ministry of Communication) thus paving the way for a comprehensive nationwide nutrition campaign.

31. VIDECI has expressed interest to use CBT and the SCOPE platform for its emergency response. WFP will transfer knowledge and tools to this ministry following a comprehensive institutional gap analysis and will be on standby to assist with any emergencies as needed.

32. The approach in this transitional ICSP will be to step up capacity strengthening of local governments, directly promote gender equality and women's empowerment, ensure a rights-based approach and partner more closely with other United Nations agencies. During the transition, WFP will roll out the gender-transformative initiative, which will help ensure a more focused approach to women's empowerment.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

33. This transitional ICSP for January to June 2018 aligns with the PDES 2016-2020 and UNDAF 2018-2022. WFP will support pillars 8 and 9 of the PDES and UNDAF areas 1 and 2, contributing to SDG 2 targets 1, 2 and 3.

34. The transitional ICSP supports the Government and partners in achieving the following Outcomes:

- *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.

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- *Strategic Outcome 3: Vulnerable families in targeted areas have increased resilience to climate change by June 2018.*

3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

3.2.1. STRATEGIC OUTCOME 1: SCHOOL-AGED CHILDREN IN MUNICIPALITIES WITH HIGH LEVELS OF VULNERABILITY TO FOOD INSECURITY HAVE ACCESS TO ADEQUATE FOOD THROUGHOUT THE YEAR.

➤ *Outcome description*

35. WFP will build on its experience to support an integrated model, in which municipalities provide cost-efficient and nutritious school meals. Within the short time frame of this transitional ICSP, WFP will continue the expansion of the referred school meals model and strengthen the capacities of smallholder farmers to supply their produce to the school meals programme. For this purpose, the use of CBT will be tested and a technical assistance package will be made available to farmers to help strengthen food systems in the country.

36. WFP will pilot P4P-like programmes, in two different areas (Oruro and Tarija). In these pilot programmes, local products will be purchased from smallholder farmers associations using CBT. WFP will distribute CBT to the parents' organizations and/or schools, which will exchange the CBT for food produced by local smallholder farmers associations. The results of this programme will inform the upcoming CSP.

37. This Outcome aligns with pillar 8, objective 2 of the PDES "Universal Access to Complementary School Meals" and pillar 8, objective 3 "Sovereignty through local Food Production". It also supports pillar 6, objective 3 "Agricultural Production with Emphasis in communitarian Family and Smallholder Agriculture".

➤ *Focus Areas*

38. Root Cause.

➤ *Expected outputs*

39. This Outcome will be achieved through the following Outputs:

- School children in prioritized areas benefit from sufficient, safe and nutritious school meals provided by WFP and the targeted municipal authorities in charge of school meals.
- Smallholder farmers in prioritized areas are trained in various aspects of supply chain management and in accessing institutional markets through municipal authorities in order to become gradually independent from WFP assistance.

➤ *Key activities*

40. **Activity 1: Distribute school meals and strengthen the participation of small holders in the food supply to the municipal school meal programmes.** To ensure equal and improved access to food for boys and girls, WFP will continue to work with the Ministry of Education, Ministry of Rural Development and Land (MDRyT), departmental and municipal authorities in charge of school meals, school boards and smallholder associations in the departments of Tarija, Chuquisaca and Oruro. Through capacity strengthening, municipalities will improve the cost-efficiency of local purchases, supply chain mechanisms and information systems. Where CBT modalities are employed, relevant assessments and analysis will be updated as needed. WFP will continue to ensure that high quality food is distributed according to WFP and national guidelines. Municipal and school staff will be trained on gender equality. Until municipalities are enabled to manage their own school meal programmes, WFP will provide in-kind support.

3.2.2. STRATEGIC OUTCOME 2: NUTRITIONALLY VULNERABLE INDIVIDUALS IN THE TARGETED AREAS HAVE ACCESS TO ADEQUATE FOOD TO IMPROVE THEIR NUTRITIONAL STATUS BY JUNE 2018.

➤ Outcome description

41. This Outcome focuses on supporting the Ministry of Health's social protection cash transfer programme for PLW (Bono Juana Azurduy).

42. Strategic Outcome 2 builds on Component 2 of CP 2013-2017. One of its main objectives was to provide evidence to the Government that an inclusion of a food ration as a complement to the national cash transfer programme for PLW, could help in achieving better nutritional outcomes of their beneficiaries. As a result of WFP's intervention, the Government introduced a food basket, but without conducting a technical assessment of products needed for these types of beneficiaries and without an analysis of the costs. WFP will train counterparts in designing food rations that cover the nutritional needs of beneficiaries, offer training in cost-benefit analysis and in procurement from small holders – thus render the intervention more sustainable and strengthen coordination mechanisms between municipalities and communities.

43. This Outcome aligns to pillar 8, objective 1 of the PDES "Eliminate Hunger, Undernutrition and reduce Malnutrition" and supports pillar 3, objective 1 "Universal Access to Health Services".

➤ Focus Areas

44. Root Cause.

➤ Expected outputs

45. This Outcome will be achieved through the following Outputs:

- PLW benefit from strengthened capacities of Government counterparts to ensure increased pre and postnatal check-up rates in health centres.

➤ Key activities

46. **Activity 2:** *Strengthen the capacity of health centres' and Bono Juana Azurduy's staff to improve their capacities to manage and distribute Government food transfers.* The Ministry of Health will receive technical assistance in ration composition, nutritional education, supply chain and monitoring and evaluation systems.

3.2.3. STRATEGIC OUTCOME 3: VULNERABLE FAMILIES IN TARGETED AREAS HAVE INCREASED RESILIENCE TO CLIMATE CHANGE BY JUNE 2018.

➤ Outcome description

47. Through Food Assistance for Assets (FFA) activities, WFP will support the development of productive assets to enhance livelihoods and ensure food supply to safety net programmes. Communities' resilience will be improved by mitigating shocks and adapting to climate change by creating assets that protect communities' livelihoods, including water reservoirs, dykes, forestation, water harvesting infrastructure and terraces.

48. WFP and its partners will support communities in identifying risks and proposing measures to mitigate these. Beneficiaries and target municipalities will be involved in the selection of assets, through WFP's three pronged approach: Integrated context analyses, seasonal livelihood programming and community based participatory planning. The community demand for activities will be channelled through local governments, which will contribute

resources. Government staff will be trained in analysing community proposals to help select beneficiaries and assets. Preference will be given to the most vulnerable, for example subsistence or landless farmers and households headed by women or the elderly with appropriate assets for the target group(s) and lighter work norms when applicable.

49. To support the National Strategy to Strengthen the Emergency Preparedness and Response System, WFP will provide the Government with technical assistance in emergency preparedness and response, including exploring the feasibility of introducing SCOPE into their national beneficiary registration system. In the event of an emergency requiring direct WFP assistance to beneficiaries, this Outcome will support government efforts in affected areas.

50. This Outcome aligns to pillar 8, objective 3 of the PDES “Sovereignty through local Food Production”, the same pillar, objective 4 “Diversified Production, Protection of local Diversity and Strengthening of Food Cultures and Traditions are recognized and promoted in Bolivia”, and pillar 9, objective 5 “Development of sustainable Production Systems in the Framework of Territorial Management Processes“.

➤ **Focus Areas**

51. Resilience Building.

➤ **Expected outputs**

52. This Outcome will be achieved through the following outputs:

- Food insecure people/populations vulnerable to climate change are provided with FFA to better cope with shocks and adapt to climate change.
- Targeted food insecure communities benefit from productive assets created to improve their food security.
- Targeted food insecure communities benefit from strengthened capacities of local authorities to enhance resilience.

➤ **Key activities**

53. **Activity 3:** *Provide conditional transfers to food insecure families in disaster affected and disaster prone areas.* WFP will provide FFA to vulnerable families for resilience building and institutional capacity strengthening in emergency preparedness and response. New agreements with financial service providers will help to streamline transfers, improving cost-efficiency of transfer modalities. Women’s interests will be prioritized during the identification of the assets.

3.3. TRANSITION AND EXIT STRATEGIES

54. All components are implemented with local governments. As this transitional ICSP is a continuation of the CP 2013-2017 and the activities have been implemented since 2013, the capacity of municipalities has developed over the years and they have been gradually taking over more and more ownership. For instance, in the case of the School Meals Programme, municipalities have been specifically taking over activities previously managed by WFP and invested more financial resources. WFP support is expected to continue until full ownership is reached (Strategic Outcome 1).

55. In the case of Strategic Outcome 2, the Ministry of Health’s programme, Bono Juana Azurduy, already provides a food ration to its beneficiaries. WFP, in this transition period, will make sure that this ownership is consolidated through capacity strengthening. In the case of Strategic Outcome 3, VIDECI already has its management systems in place which need to be strengthened and it has shown interest in adopting the CBT modality using its own resources.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

56. Under Strategic Outcome 1, WFP will continue to assist municipal school meal programmes in the departments of Tarija and Chuquisaca with an estimated number of 25,000 beneficiaries. In addition, WFP will assist 6,000 students in Oruro and 5,800 students in the municipality of Entre Ríos, Tarija relying on CBT. There will be 36,800 beneficiaries of Strategic Outcome 1.

57. In Strategic Outcome 3, will benefit 30,000 people (6,000 families) in the most vulnerable municipalities as defined by the latest VAM data of July 2017. Within the municipalities, beneficiaries will be targeted according to specific vulnerability data to be collected at the time of the intervention in close coordination with local authorities.

Strategic Outcome	Activities	Female	Male	Total
Strategic Outcome 1: School-aged children in municipalities with high levels of vulnerability to food insecurity have access to adequate food throughout the year.	To distribute school meals and strengthen the participation of small holders in the food supply to the municipal school meal programmes.	18,400	18,400	36,800
Strategic Outcome 3: Vulnerable families in targeted areas have increased resilience by June 2018.	To provide conditional transfers to food insecure families in disaster affected and disaster prone areas.	15,000	15,000	30,000
TOTAL		33,400	33,400	66,800

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

58. Under Strategic Outcome 1, in-kind food assistance will be provided to complement resources of each municipality. WFP will provide a basic ration with products used mainly at breakfast; and the municipality will make available the products needed to prepare lunch. In addition, WFP will provide products purchased from small holder farmers using CBT, to enhance the quality of the ration provided by the municipality with animal protein and to counter potential micronutrient deficiencies. The selection of these products will be determined by WFP and the municipal authorities, based on nutritional assessments of the current rations. In the municipalities, where Strategic Outcome 1 will be executed, the municipal government teams in charge of school feeding will have at least one nutritionist.

59. Under Strategic Outcome 3, the most vulnerable families will be given cash transfers, conditional upon their participation in the creation of community assets geared towards livelihoods improvement and disaster risk reduction, thus enhancing their resilience to future climatic shocks.

60. The CO does not expect a change in ration content or value of the CBT transfers given the short duration of this transitional phase.

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY		
Strategic Outcome	Strategic Outcome 1	Strategic Outcome 3
Activity	<i>Activity 1</i>	<i>Activity 3</i>
Beneficiary type	School Children	Smallholder families
modality	Food and CBT	CBT
wheat flour	100	
cereals		
pulses		
oil	20	
salt	3	
sugar		
Supercereal		
micronutrient powder		
total kcal/day	527	
% kcal from protein	8.7	
cash (US\$/person/day)	0.10	0.42
Number of feeding days	90 (40 for cash recipients) ²⁰	30 ²¹

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (US\$)
Wheat flour	225	141,066
Cereals		
Pulses		
Oil and Fats	45	76,812
Mixed and Blended Foods		
Salt	7	2,514
Micronutrient powder		
Other		
TOTAL (food)	277	220,392
Cash-Based Transfers (US\$)	/	425,200
TOTAL (food and CBT value – US\$)	277	645,592

²⁰ Corresponding to days, when schools are open

²¹ FFA activities under Outcome 3 are considered to be done during one month

4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

61. All Outcomes include capacity strengthening. In Strategic Outcome 1, WFP will strengthen the capacity of municipalities for an effective handing over of the school meals programme to at least 80 percent of them by the end of June 2018. In Strategic Outcome 2 capacity strengthening will be to consolidate the food distribution mechanism already introduced by the national social protection programme for PLW (Bono Juana Azurduy). In Strategic Outcome 3, WFP will strengthen capacity of VIDECI, which has requested technical assistance in the design of FFA guidelines adapted to its national response system. This assistance may include the transfer of the SCOPE platform for national emergency beneficiary registration.

62. WFP is working with MPD to identify opportunities for South-South Cooperation, not only as receivers but also as providers. The result of these efforts will feed into the strategy for South-South Cooperation in the upcoming CSP.

4.3. SUPPLY CHAIN

63. WFP will continue transferring in-kind food to schools, where food is nationally procured and delivered to extended delivery points managed and financed by the Government in the cities of Sucre and Tarija. All food is moved using the integrated supply chain management system LESS. As Bolivia is a middle income country, there is no supply-chain matrix as the Government bears all related costs.

64. In order to improve the cash transfers, WFP will continue the negotiations started under CP 2013-2017 with mobile phone companies and assess the feasibility of using mobile banking, which has recently been implemented in Bolivia.

4.4. COUNTRY OFFICE CAPACITY AND PROFILE

65. The country office will maintain the current office structure and is not planning to hire additional staff. Only the Country Director is international staff. National staff have extensive experience of working for WFP up to 17 years in the case of the most senior national staff. All staff have received corporate training sufficient for the implementation of the transitional ICSP.

4.5. PARTNERSHIPS

66. WFP will provide technical assistance and capacity development to school boards, smallholder farmers, the National Council of Food and Nutrition (CONAN), and government authorities at all administrative levels. WFP's assistance to smallholders will be implemented in coordination with the United Nations' Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD) and the United Nations Industrial Development Organization (UNIDO). WFP will also benefit from the specialized expertise of the United Nations Children's Fund (UNICEF) and the Pan-American Health Organization (PAHO) in nutrition and health issues. WFP will continue collaborating with UN Women to help in the advancement of gender equality. WFP has been selected to be part of the Humanitarian Country Team (HCT) and in this capacity will coordinate efforts with the United Nations Development Program (UNDP) and all agencies to better support national preparedness and emergency response.

67. WFP has built a strong partnership base with local civil society organizations, including organizations for women's rights and new partnerships with civil society organizations are currently being explored.

68. WFP participates in the United Nations Country Team (UNCT) and will coordinate within the UNDAF for an integrated approach to ensure an effective and efficient implementation of this transitional ICSP. WFP will continue to work closely with FAO and IFAD, in line with the policy decision "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda".²²

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

69. The transitional ICSP will not have a baseline as it will have the same beneficiaries as the CP 2013-2017 for which a proper baseline had already been carried out.

70. In the last quarter of 2017, the CO will execute a decentralized evaluation of the CP 2013-2017. The results of this evaluation will assist in the design and implementation of the new CSP.

71. WFP will reinforce its Monitoring and Evaluation (M&E) systems by strengthening local capacities in monitoring and promoting participatory assessments with the municipalities. Both process monitoring, to inform real-time programme adjustments, and performance monitoring, to track programme outputs and outcomes, will be used. Municipal staff will be trained in project cycle management (planning, implementation, monitoring, reporting and evaluation) during the implementation of each respective Outcome.

72. The transitional ICSP will promote gender equality in line with WFP's gender-transformative agenda, WFP will ensure that women, men, girls and boys participate in project planning, implementation and evaluation and that all gender indicators will be measured during this transition period.

73. As outcomes are fully aligned to the PDES, progress will be measured through national reports on malnutrition in school children,²³ on malnutrition of PLW²⁴ and on smallholder productivity.²⁵ At the output and activity level, WFP will coordinate with partners to achieve timely and detailed monitoring data.

5.2. RISK MANAGEMENT

➤ *Contextual Risks*

74. Natural disasters and food price fluctuations may occur during the transitional ICSP. The CO will update its Emergency Preparedness and Response Package (EPRP) to prepare for these situations and mitigate their impacts. Also, WFP will take into account measures to mitigate the risk to advance, or resistance against, gender equality promotion, which risks successful implementations of proper gender conscious food security and nutrition.

²² WFP/EB.2/2016/4-D

²³ Referring to the School Health Survey (ESNUT), last updated 2012.

²⁴ Referring to the National Demography and Health Survey (ENDSA), last updated 2008.

²⁵ Referring to the Agricultural Census and corresponding surveys, last updated 2015.

➤ **Programmatic Risks**

75. As most programme implementation is done with municipalities, capacity development of implementing partners is key to success. The upcoming general election in 2019 could have a negative impact on this transitional period since 2018 as a campaign year will be dominated by politics. Risk mitigation will be carried out on a case-by-case basis and accompanied by monitoring of the political situation in coordination with the United Nations Resident Coordinator (RC). Concrete measures could involve stopping distributions or executing activities without Government involvement.

➤ **Institutional Risks**

76. The lack of funding is the greatest institutional risk. WFP will use the transition phase to develop partnerships with new donors including private sector and others. The key will be joint mobilization efforts with the Government, for which WFP has hired a resource mobilization specialist. WFP will seek greater financial support from the Government, in line with its focus on building a strong partnership that facilitates nationally owned solutions towards the achievement of SDG 2.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

	Total
Strategic Outcome 1	524,740
Strategic Outcome 2	88,295
Strategic Outcome 3	555,683
TOTAL	1,168,718

6.2. RESOURCING OUTLOOK

77. Net Official Development Assistance (ODA) to Bolivia increased slightly from USD 702.3 million in 2013 to USD 786.7 million in 2015. Relevant for WFP Outcomes, 32 percent are allocated to social infrastructure and services, 26 percent to production and 9 percent to education. Nine percent are spent on health and population, and 1 percent for humanitarian aid.²⁶

78. The 6-month T-ICSP is valued at USD 1.16 million and is expected to be funded at around 63 percent. The majority of the income will come from resource transfers and be complemented by new income from the private sector. SO1 and SO2 have focus areas of “root causes” and meet with general rule X.8, which specifies that available resources should cover approximately 80 percent of programme requirements.

6.3. RESOURCE MOBILIZATION STRATEGY

79. WFP is developing a comprehensive Partner Action Plan as part of the formulation of the Country Strategic Plan (CSP). WFP will work to increase funding from traditional donors, private sector and others. The key will be joint mobilization efforts with the Government and

²⁶ OECD – DAC, 2017. Website

WFP has hired a resource mobilization specialist. WFP will seek greater financial support from the Government, in line with its focus on building a strong partnership that facilitates nationally owned solutions towards the achievement of SDG 2.

80. The forecast for the T-ICSP is realistic and builds upon the long-term support the CO has received from the Government and traditional donors. The T-ICSP has three activities contributing three strategic outcomes. The six months' budget is USD 1,168,718. In line with corporate commitments to achieve gender equality, at least 15 percent of funding will be devoted to that end.

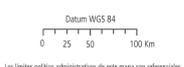
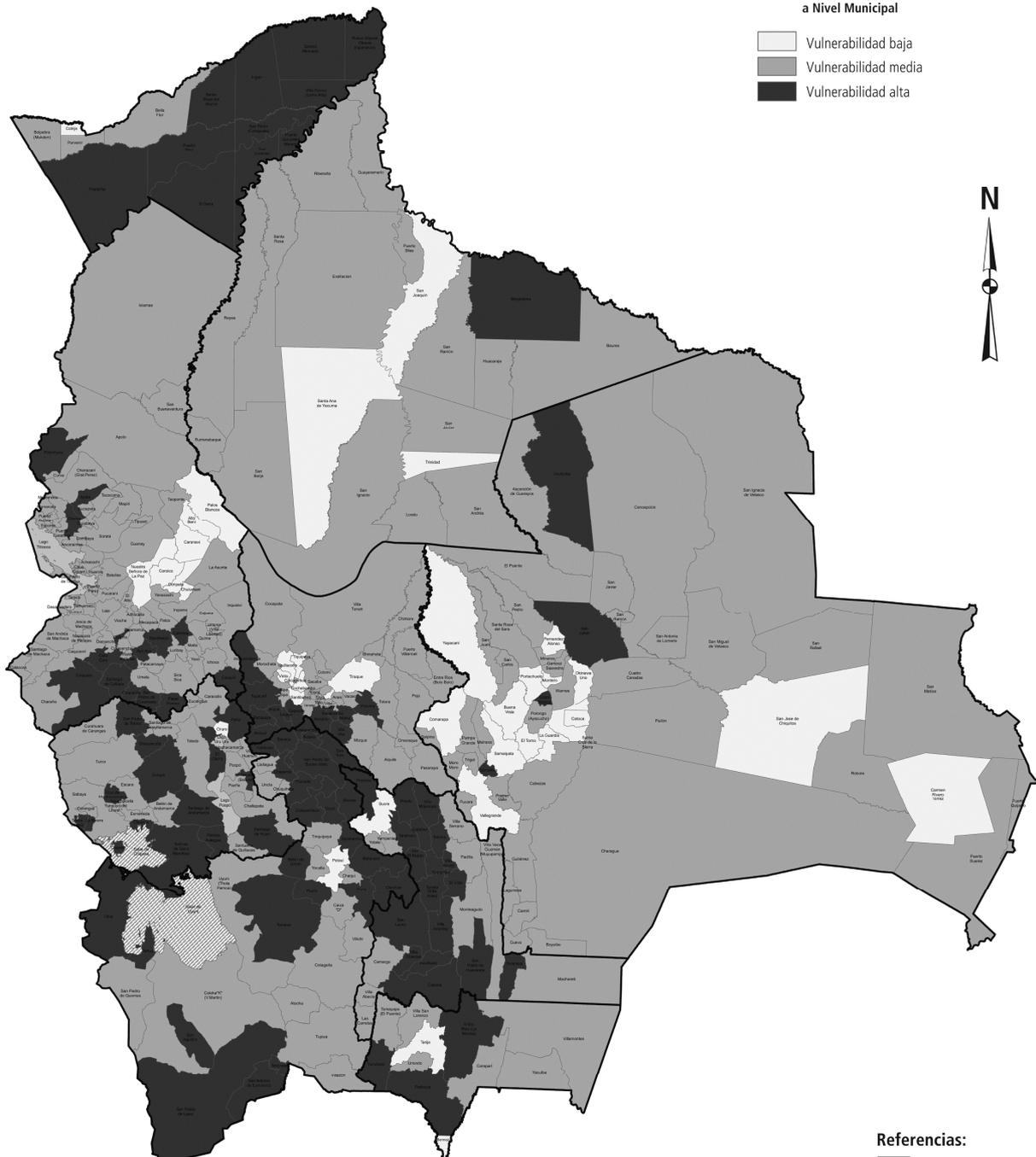
ANNEX I: INDICATIVE COST BREAKDOWN (USD)

WFP Strategic Results / SDG Targets	SR 1/ SDG 2.1	SR 2/ SDG 2.2	SR 3/ SDG 2.3	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	
Focus Area	Root Cause	Root Cause	Resilience Building	
Transfer	345,196	57,758	421,500	824,453
Implementation	93,515	16,062	43,082	152,659
Adjusted DSC (%)	51,700	8,699	54,749	115,148
Sub-total	490,411	82,519	519,330	1,092,260
ISC (7%)				76,458
TOTAL	524,740	88,295	555,683	1,168,718

ANNEX II: VAM 2012²⁷

Grado de Vulnerabilidad a la Inseguridad Alimentaria a Nivel Municipal

- Vulnerabilidad baja
- Vulnerabilidad media
- Vulnerabilidad alta



Los límites públicos administrativos de este mapa son referenciales.



MDRyT
Ministerio de Desarrollo Rural y Territorio



VDRA
Vulnerability and Resilience Assessment



UNIÓN EUROPEA



WFP
Programa Mundial de Alimentos
wfp.org/es

- Referencias:**
- Límite departamental
 - Límite municipal
 - Lago
 - Salar

²⁷ Being updated in July 2017

ANNEX III: ACRONYMS

AP: Agenda Patriótica.....	5, 6, 7
CBT: Cash Based Transfers	8, 9, 11, 14, 15, 16
CEDAW: Convention on the Elimination of All Forms of Discrimination against Women	5
CO: Country Office	15, 16, 17, 19
CONAN: National Council of Food and Nutrition	16
CP: Country Programme.....	8, 12, 13, 16, 17
CS: Capacity Strengthening	13
DRR: Disaster Risk Reduction	8
DSC: Direct Support Costs	25
EPRP: Emergency Preparedness and Response Package	18
FAO: Food and Agriculture Organization	5, 16, 17
FFA: Food Assistance for Assets	8, 12, 13, 15, 16
GDP: Gross Domestic Product.....	3, 4
HCT: Humanitarian Country Team	17
HDI: Human Development Index	3
IFAD: International Fund for Agricultural Development	16, 17
ISC: Indirect Support Costs.....	25
LESS: Integrated Supply Chain Management System.....	16
M&E: Monitoring and Evaluation.....	17
MAECH: Municipal institution implementing school meals.....	9
MDRyT: Ministry of Rural Development and Land.....	11
MPD: Ministry of Planning for Development	5, 9, 16
ODA: Official Development Aid	19
P4P: Purchase for Progress	9
PAHO: Pan-American Health Organization	17
PDES: Plan de Desarrollo Económico y Social	5, 6, 7, 10, 11, 12, 13, 18, 21, 22, 23
PLW: Pregnant and lactating Women	3, 6, 8, 9, 12, 16, 18, 22
RC: United Nations Resident Coordinator.....	18
SABER: Systems Approach for Better Education Results	8
SCOPE: Beneficiary registration and monitoring system	8, 13, 16
SDG: Sustainable Development Goal	3, 5, 7, 9, 10, 18, 19, 21, 22, 23, 25
UNCT: United Nations Country Team	17
UNDAF: United Nations Development Assistance Framework	7, 10, 21, 22, 23
UNDP: United Nations Development Program	17
UNICEF: United Nations Children’s Fund	17
UNIDO: United Nations Industrial Development Organization.....	17
VIDECI: Vice Ministry of Civil Defence.....	8, 9, 13, 16