

Final evaluation Bolivia: Management Response

The external evaluation of the 2017-2021 program in Bolivia was a positive experience. The evaluator took sufficient time to understand all aspects of the program mostly by semi-structured interviews of involved persons and small focus groups. Solidagro and partners feel that the final report reflects well the progress made but also the difficulties that the program had to deal with. The overall scores on the DAC criteria are high, but the report is focused on aspects that can still be improved and contains interesting recommendations.

Recommendation #1:

It is recommended that efforts and steps be taken to ensure that this program continues in some form. It was confirmed that there is still a need to consolidate the full implementation of the public policies presented. According to the testimonies of the actors, both private sector organizations and public sector authorities, support is needed in:

- Follow-up and continuous lobbying so that the policies that are in preliminary draft law (submitted to the legislature), draft law (under consideration by the legislature), and in promulgation (in issuance of executive decree), are enacted and regulated.
- Enacted laws have budgetary support in programs and implementation projects.
- That plans and programs are inserted into the Territorial Integral Development Plan (TIDP) of each governmental entity.
- Social control of local programs and projects in execution is carried out.

Management response:

Continuation as stated in this recommendation is planned in the 2022-2026 program. Our partner Agrecol Andes will be responsible, as they will continue working in the Cono Sur region.

In the municipalities in the Cono Sur where Agrecol Andes has no direct presence, like Tiraque, Vila Vila and Alalay, the follow-up will also continue, with other actors that are still active here, like former partner Aynisuyu and the Catholic University.

Key actions	Timing	Responsible
1.1 Follow-up on water policies in Pasorapa, Titora and Aiquile	Period 2022-2026	Agrecol Andes
1.2 Follow-up on TIPD in Pasorapa, Titora and Aiquile	Approval first months of 2022	Agrecol Andes
1.3 Strengthening of social organizations	Period 2022-2026	Agrecol Andes
1.4 Follow-up on water policies in Tiraque, Vila Vila and Alalay	Period 2022-2026	Solidagro Bolivia (in coordination with other actors)

Recommendation #2:

Develop a new form of management for the implementation of a continuity

program. The strategic planning of this program should be grounded in a structure, which requires working in two instances:

1) A committee or board of directors, which oversees strategic matters, made up of the executives of the executing entities (Solidagro and its counterparts).

2) A middle management committee, which articulates the strategic decisions with the operational decisions of the institutions. That is, by project managers or coordinators, who ensure operational monitoring, coordinate and promote joint activities, to achieve more synergistic actions, share knowledge management among technical staff, which forces the exchange of techniques and methods among staff.

Management response:

Interesting recommendation. In the strategic committee apart from the directors of counterparts also some important external organizations could participate, like synergy partners.

Key actions	Timing	Responsible
2.1 Discuss this recommendation with the 2022-2026 partners	In the start-up phase of the new program, first semester of 2022	Solidagro

Recommendation #3:

Conduct a competency analysis of the counterparts to cover all the components or strategic aspects of the intervention. Probably, given the progress of the present evaluated program and its projected continuity, a specialist market entity and the effective inclusion in short circuits or short market chains will be required.

Management response:

In the new program Agrecol Andes will mostly work on short circuits, Solidagro considers that they have the know-how and experience to reach the proposed goals. Nevertheless the program will coordinate with other organizations that could complement on this and other aspects.

Key actions	Timing	Responsible
3.1. Identify organizations that could support the program in the realization of short circuits in Cochabamba, especially on marketing.	From the start of the new program 2022-2026	Solidagro and partners

Recommendation #4:

Persevere and expand knowledge management mechanisms. The generation of knowledge that involves research, critical comparative analysis, and other types of analysis, is a strong element for generating reflection and real inputs for multi-stakeholders at the departmental and local level. It is not enough to produce descriptive or analytical systematization documents or research, which is necessary, but it is important that this knowledge is capitalized within and outside programs and institutions. This implies making effective use of the findings produced.

Management response:

Solidagro acknowledges the importance of knowledge management in its programs. A lot of material is produced by the partners. In the next phase the

program will invest more in the capitalization of this material.		
Key actions	Timing	Responsible
4.1. Inventory of produced materials, selection of best materials.	2022	Solidagro
4.2 Share existing materials to strengthen advocacy work	2022-2026	Solidagro and partners
4.3 Produce and share new materials	2022-2026	Solidagro and partners
<p>Recommendation #5: Improvements in the design of the continuity program. The characteristics of a program are assumed with a format as such, taking the parameters and care that these must have for the proper articulation between projects, constituent entities, territories, themes, which make a coherent approach for the efficient achievement of the expected results and which includes an institutional and organizational engineering. In addition to this, the importance of the design in terms of the strategy approach and the measurement of indicators.</p> <ul style="list-style-type: none"> - Refine the horizontal logic of the logical framework. - Incorporate gender and generational progress indicators in the design, with the new and current development approaches. - Set objectives within the area of competence or management of the program. - Do not set short deadlines for public policy advocacy and ensure roles in public policy. - Maintain the incorporation of instruments for measuring parameters. 		
<p>Management response: The new program was already designed at the moment of this external evaluation based on a new theory of change and logical framework, also with other partners . Nevertheless the relevant recommendations will be taken into account making possible adjustments in coordination with the partners</p>		
Key actions	Timing	Responsible
5.1 Analyze and possibly adjust the proposed projects of the 2022-2026 partners	First semester of 2022	Solidagro and partners
<p>Recommendation #6: Various more technical recommendations for the agro-ecological models for nutritional food security (for details see evaluation report)</p>		
<p>Management response: Although in the new program the agro-ecological models that will be promoted have a broader scope, the concrete recommendations are very useful and will be taken into account.</p>		
Key actions	Timing	Responsible
6.1 Discuss the recommendations with the new partners and take actions accordingly	2022	Solidagro and partners