

IOE



Investing in rural people

Independent Office of Evaluation



## Country Strategy Programme Evaluation in the Plurinational State of Bolivia

### *Presentation of the evaluation report*

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133<sup>rd</sup>  
Evaluation  
Committee

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- Third CSPE; period of evaluation: 2015 – 2024.
- Scope:
  - Strategic Aspects - COSOP (2015-2020, 2021-2025 extended to 2026)
  - Five public programs (US\$154 million – 55% funded by IFAD)

		Periodo de evaluación (2015-2024)											
		periodo anterior	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Estrategia país - COSOP			2015-2020					2021-2025 (extendido a 2026)					
Préstamos/ operaciones	VALE	desde 2006...											
	Plan Vida PEEP	desde 2009...											
	Accesos	desde 2013...											
	Procamélidos												
	Accesos Rural												hasta 2027...

- One investment through the Agribusiness Investment Fund (CIDRE IFD), two under negotiation (a non-sovereign operation with CRECER IFD and the Agrosustentar program), and one in the design phase (Procamélidos 2).
- Fifteen subregional and global grants and non-lending activities



**Strong alignment between strategies** (COSOP), the mandate of IFAD and national policy frameworks during the evaluation period.

Good level of **relevance of the grants**, addressing topics relevant to the country.

**Appropriate focus** on promoting rural businesses (and market access), and strengthening capacities for natural resource management and climate change resilience.

**Appropriate prioritization** of municipalities with poverty and environmental vulnerability levels above average, with **good adaptation of proposals** to the regions served (Altiplano, Valleys and Amazon region).

Difficulties in designing **differentiated strategies** capable of responding to the growing heterogeneity of rural areas in Bolivia.



Limited capitalization on the **comparative advantage of IFAD** in rural development and its focus on vulnerable groups with external and internal **coordination mechanisms** insufficiently institutionalized.

**Knowledge management:** generation of various products without a strategy for systematic articulation and appropriate use.

**Useful partnerships** with some Autonomous Municipal Governments and UN agencies, but limited progress in alliances with the private sector.



Specific technical advance in **policy dialogue**, without consolidating a systematic strategy over time, limited by the political-institutional context.



The programs met or exceeded their **coverage** targets (more than 120,000 households).

Measures were included to **reduce women's workload** and to promote **individual savings**.

Delivery of **productive assets** and financing of **resilient practices**.

Specific technical **innovations**: promotion of agri-food heritage (grant); adoption of a territorial approach in community resilience strategies.

**Fragmentation** of investments and high geographic dispersion.

Increasing administrative complexity in **public-private transfers**.

Insufficient **financial inclusion** activities and **technical assistance**.

Persistent **gender gaps** across different dimensions (real economic autonomy, access to assets, effective leadership).



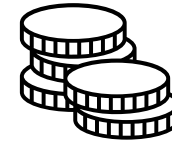
## Institutional

- Collaboration and co-financing with local govts despite the substantial reduction in decentralized public investment.
- Creation of APROCAM (2022)
- Weak Project exit strategies



## Social

- Strong sense of ownership in maintaining operational infrastructure and assets.
- Generation of productive alternatives for young people in the valleys.



## Economic

- Increase in income and assets, but limited access to financial services and technical assistance.
- Limited progress in commercialization and access to relevant markets.



## Environmental

- Strengthening of water management and soil protection at community level, but critical external threats.
- Limited intersectoral coordination (rural development and limited environment).

Limited scaling



Factors of inefficiency in program implementation persisted. For example, the cancellation of ASOCIOS; operations that were not countersigned.

High financial execution of the loans, but administrative costs exceeded the 15% threshold in several cases.

Fragmentation of monitoring and evaluation systems persists, with systems primarily oriented toward administrative compliance.



IFAD demonstrated flexibility in adapting to a highly volatile context and maintained continuous technical support. The closure of the country office limited the performance of non-lending activities.

The Government maintained strong commitments and successfully decentralized project implementation units, but continuity in the programmatic vision was limited by ministerial changes.



IFAD's recognized track record in rural development in Bolivia was only partially leveraged to influence rural development policies during a structurally difficult period.

The scale and coordination of the country strategy and program with other key stakeholders was insufficient to catalyze territorial processes, except for some positive synergies with local governments.

The contribution to strengthening rural businesses and market access for small rural farmers did not incorporate a comprehensive vision of the agri-food system.

The country program contributed to strengthening the climate resilience of small producers in the context facing major challenges linked to the extractive development model.

Management of the IFAD program and non-lending activities showed weaknesses (monitoring and evaluation, and knowledge management for influencing public policies).

- 1 Promote operations that adopt intersectoral, territorial, and governance approaches from its design through completion.
- 2 During the dialogue with the Government for the development of the new country strategy program, redefine the target groups and the mechanisms to serve them in a differentiated manner.
- 3 Promote training and technical assistance as strategic activities for strengthening national and local capacities in sustainability.
- 4 Move from information systems focused on accountability and logical framework monitoring toward a genuine/real IFAD country program management system.

# Thank you for your attention

