

# SUSTAINABLE DIETS FOR ALL

## Bolivia Case Study

End-Term Evaluation of the  
Citizen Agency Consortium  
Sustainable Diets for All Program



**END-TERM EVALUATION OF THE SUSTAINABLE DIETS FOR ALL PROGRAMME  
IMPLEMENTED BY CITIZEN AGENCY CONSORTIUM**

**Report of the Bolivia Country Case Study**

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## **1 Introduction**

### **1.1 Context**

This report is part of the final evaluation of the *Sustainable Diets for all - SD4all Program* and it refers to Bolivia case study. The SD4all Program has a five year scope (2016-2020) and engages citizens and partner organizations to influence policies, market practices, government actors and international institutions in order to promote a diverse, healthy, fair, ecological and sustainable diet.

SD4all aims to build the lobbying and advocacy capacity of civil society organizations and citizen groups, to influence the healthy food system and promote changes in policies and practices. The Program is coordinated by HIVOS, IIED, and local partners in Zambia, Uganda, Indonesia and Bolivia. It is funded by the Dutch Ministry of Foreign Affairs. The key elements of the Program are: lobbying, multi-stakeholder platform formation, participatory research to generate evidence and capacity building, both of partner organizations and their associated groups.

### **1.2 Objectives**

The Final evaluation seeks to find a balance between a collaborative learning process and accountability. Lessons learned can be used by partners to further improve their future strategies and interventions. The objective of the Evaluation is to assess the effectiveness, relevance, sustainability and efficiency of the Program as a whole, as well as in each participating country.

In addition, HIVOS Bolivia and its partners came up in advance, with specific questions related to the partners' "ecosystem" and its development. They wanted to know how far had they gone with their joint capacity building and development of the shared projects. They were also interested in comparing the three partners and their different approaches. Furthermore, a specific interest was shown in the scaling of multi-stakeholder platforms' potentials and sustainability of healthy food into political agendas.

### **1.3 Methodological procedure**

The Dutch consortium HIVOS-IIED had already carried out a complex exercise of substantiating results of each program's partner in the period prior to the evaluation. This allowed the Evaluation itself to focus on strategic aspects such as the Program design in Bolivia, cooperation between the partners, monitoring of desired changes and the challenge of reaching the lower-income urban and peri-urban population with this topic.

Much of the information gathering and analysis was done through participatory workshops with partners, Bolivia HIVOS team and the entire ecosystem. In addition, a broad focus group was formed with representatives from different sectors related to the issue of healthy food.

The use of visualization, mapping, the timeline and a comparison exercise of the different axes of intervention, allowed live debates and a good level of reflection and self-criticism. Individual perceptions have already been triangulated and the preliminary results were fed back in a Final workshop.

Additionally, non-participant observation was used in two partner events – the meeting of the Food Security Committee of La Paz and the "First meeting of young people for

employment, education and food" with 300 participants held in El Alto. Finally, a couple of interviews were conducted with experts from different sectors in order to contextualize the results and delve into certain aspects.

#### **1.4 Limitations**

The fact that only the Bolivian part of the SD4all program was evaluated, brought about certain limitations. The potential for south-south cooperation between countries could not be elaborated, nor could the added value of implementing the Program in different countries be assessed.

Another, not very elaborated aspect, was the role of the Regional office in Costa Rica that manages the Program in Bolivia. We concentrated the evaluation in La Paz and El Alto region and assessed the the multiplication activities in other regions based on interviews with experts and the partners' own perceptions.

Finally, an in-depth analysis of the financial and administrative aspects of the Program was not carried out, as those are activities that are totally different to the implementation and were commissioned to technical personnel who were unaware of the scope and programmatic objective of the interventions.

## **2 Description of the SD4all program in Bolivia**

In the Inception Report description of the Program it is stated that:

*"The Sustainable Diets for All Program (SD4ALL) aims to help low-income communities improve their access to sustainable, diverse and nutritious food.*

*The Program aims to build advocacy and defense capacities of civil society organizations and citizen groups, to jointly challenge unsustainable practices and incentives in food production and consumption, while promoting policy and practices changes in order to help make sustainable diets achievable to everyone."*

In case of Bolivia, the implementation of the Program meant longing for "sustainable and healthy food" starting off from the process of formulating a Theory of change (ToC) that incorporated the guidelines established by HIVOS and the expectations of three organizations with which HIVOS previously had contact, and which worked on this subject in urban environment from different points of view and with a focus on consumption.

A particular feature of the Program in Bolivia is that the local HIVOS office played several roles simultaneously. On one hand, it became the administrative counterpart that monitored the project in traditional manner. On the other, in order to ensure better compliance with the objectives, it became the generator of capacities within the partner organizations. And finally, it itself became one of the implementing entities, as it was solely responsible for a series of Program interventions. As the members of the HIVOS Bolivia office commented: *"[...] we are one more partner that complements the objectives of this Program."*

The Program in Bolivia sees itself as an *"[...] L&A intervention based on the development of capacities in three partner organizations"* so that, starting from their own agendas, it is intended to influence the networks of actors with whom they work.

This characteristic determined that the Program's agenda, influenced by HIVOS Bolivia, was gradually being built based on the needs, visions, agendas, instruments and logics of intervention of the partner organizations as the central beneficiaries. That is an adaptation of the Citizen Agency concept to Bolivian ways.

## 2.1 Partners

The three HIVOS partner organizations in the implementation of the Program are: *Les Ningunes* and *MIGA* - who are working in the field of promoting conscious consumption; *MIGA* - through establishing gastronomic parameters based on the country's existing biodiversity and revaluation of its food heritage; and *Les Ningunes* - through the promotion of the consumption of healthy foodstuff, especially vegetables and leafy vegetables of preference, produced in urban and peri-urban family gardens.

In another field, the Alternatives Foundation (*Fundación Alternativas*) that promotes work with departmental and municipal governments through the establishment of food security policies and programs which, within their scope of application, promote a better flow of food products to national markets and consumption.

In the Framework of the Program, each of the organizations defined their lines of intervention, based on the methodologies required by HIVOS Bolivia - as it was the case of the Theory of change (ToC) formulated for its implementation - in which the objectives of each partner organization and, in a more diffuse way, an overall objective of the Program are clearly demonstrated.

- **Alternatives Foundation (*Fundación Alternativas*)<sup>1</sup>**

"Alternatives Foundation (*Fundación Alternativas*) is a non-profit organization dedicated to promoting sustainable alternatives to guarantee food security in the cities of Bolivia. Their work is focused on uniting civic, public and private efforts in the design and application of public policies, programs and initiatives that allow citizens and communities to satisfy their universal right to food."

It defined the implementation of the following lines of intervention:

- a) Development of spaces for dialogue (La Paz, El Alto and Sucre) through Food Security Committees for the generation of public policies;
- b) Capacities' strengthening of municipal public servants in 14 municipalities;
- c) Capacity building in the Departmental Council of Food and Nutrition (CODAN);
- d) Development of a Food and Nutrition Security Observatory in the city of Sucre;
- e) Implementation of urban agriculture orchards and an Open Classroom for urban agriculture in the city of La Paz;
- f) Development of research, information and pedagogical tools for teachers.

- ***Les Ningunes***<sup>2</sup>

"The House of Ningunes (*La Casa de les Ningunes*) proposes the construction of a new system, based on community coexistence."

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<sup>1</sup> <https://alternativascc.org/>

<sup>2</sup> <https://www.facebook.com/lacasadelosningunos/>

It defined the implementation of the following lines of intervention:

- a) Development of conscious food exchange meetings and gastronomic activism to achieve the impact;
- b) Development of conscious food festivals in order to achieve coordination;
- c) Participation and co-organization of events in order to ensure food presence and information on conscious foods;
- d) Development of artistic installations as innovative means of lobbying;
- e) Development of workshops to strengthen their own internal capacities and those of other actors;
- f) Multiplication of actions through community capacity development processes;
- g) Participation in social networks as a source of communication, inspiration and innovation;
- h) Development of publications that illustrate the results of their management.

- **MIGA<sup>3</sup>**

“The MIGA Bolivian Food Gastronomic Integration Movement facilitates the cooperation of the actors of the food gastronomic system (producers, processors, cooks and consumers) who form networks, and are capable of calling for action. These networks constitute the MOVEMENT.

Therefore, MIGA's effort is focused on facilitating the formation of strategic alliances with the public, private, academic, other movements, civil society organizations and international cooperation under the Regional Food Heritage (PAR) approach.

MIGA seeks to generate development processes from the Bolivian regional kitchens, strengthening regional and local food identities. Under this approach, gastronomy is not the end, but the means to develop, promote and invigorate the development of the food sector as a source of national pride”.

It defined the implementation of the following lines of intervention:

- a) TAMBO as a multistage for the cooperation of the players, sectorial platforms, diffusion of new food products and gastronomic fair;
- b) Articulation of actors around the PAR (Regional Food Heritage approach);
- c) Advocacy actions;
- d) Development of participants;
- e) Research and knowledge management;
- f) Communication.

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<sup>3</sup> <https://miga.org.bo/>

## **2.2 Networks of organizations with which partners work (multiplication)**

The networks of participants with which the three organizations work are wide, and comprised by a vast part of the universe of organizations dealing with the theme of the Program. Furthermore, by locating their actions mostly in the city of La Paz - the political capital of Bolivia, the scope of their networks, both vertical (departmental and municipal governments) and horizontal ones (non-governmental actors) allows them to reach all relevant actors of the sector.

Alternatives Foundation (*Fundación Alternativas*) is horizontally linked to various communities and projects linked to urban food production. Vertically it is related to government institutions through which it has been able to influence legal regulations to promote urban gardens and food security.

For its part, MIGA has had the ability to coordinate horizontally with international cooperation agencies and producer's unions, who strongly supported its work and made the issue of regional food heritage and conscious food very visible; as well as the role of women in these issues. It does not have as its objective vertical articulation to public organizations or influencing public policies.

Finally, *Les Ningunes* is a very well horizontally articulated organization, with multiple grassroots collectives and networks of youth and women activists in defense of environment and conscious food. It too, does not include among its objectives vertical articulation to public organizations nor influencing public policy.

Even though these networks of participants were developed independently by each one of these organizations, based on the SD4all Program and the role of HIVOS Bolivia, these networks have been acquiring greater added value, due to opportunities for interconnection, relationships, coordination and synergies of activities in which they have worked and collaborated. This process is still at its origination, but it could have very interesting perspectives if it gets strengthened in strategic and sustainable manner.

## **2.3 Direct implementation of HIVOS Bolivia**

As previously mentioned, HIVOS played a decisive role in analyzing the environment and peculiarities of Bolivia, all with the aim of guiding the logic of the Program towards strengthening three organizations and becoming a fourth implementer through its own complementary interventions.

However, as a result of the evaluation, it has been perceived that there is a reduced legacy of repeatability and sustainability of HIVOS interventions in other partner organizations. Never the less, it is evident that good practices of its implementation have been forged, and that they have been assumed by the partner organizations.

## **3 Analysis of effectiveness**

### **3.1 General achievements**

The issue of conscious and healthy food in La Paz and parts of El Alto was incorporated into the formal and informal agenda, although with greater emphasis on middle-class urban segments receptive to the subject. As of 2018, some modifications were made to the ToC, in order to have a more inclusive orientation that allows expanding the network with which they've been working until then.

This is evident by the exponential growth of the revaluation of the Bolivian food heritage in recent years; by opening an increasing number of health food restaurants accessible to most for social segments; the realization of a growing number of gastronomic fairs as the most widely used and disseminated public mechanism to promote the theme; increasing access to organic food in markets and regular information in various local and national media; or increasing number of options accessible to young people for a professional training in cooking, with a high level of orientation to the use of regional and traditional products (e.g. *quinoa*, *tarwi*, *amaranth*, *cañahua*, native potatoes, among others).

At the same time, the first gastronomic tourism experiences have begun to develop, and Bolivia has gained an international reputation for having a growing and experimental gastronomic sector, highly influenced by the cuisine boom in Peru and the international success of the GUSTU<sup>4</sup> restaurant in La Paz.

Another topic of growing interest is the production of food, mostly organic one, in the urban and peri-urban environment of the large cities of La Paz and El Alto, either in urban gardens, school gardens, family gardens or family production in nearby areas.

The contribution of the three partners in the visualization of the healthy food theme was developed in the following areas:

- MIGA: Recovery of food heritage, support to the gastronomy sector, organization of gastronomic fairs (TAMBO), coordination between producers and restaurants and promotion of regional gastronomic tourism.
- Alternatives Foundation (*Fundación Alternativas*): Introduction of urban agriculture, community and school gardens and facilitation of multi-stakeholder platforms.
- *Les Ningunes*: Conscious food movement, food link with environmental, socio-economic, political and ethical issues, conscious food festivals, campaigns, artistic installations and collaborative activities.
- HIVOS: The fantastic ones (promotion of Andean grains).

However, it is difficult to isolate those changes that respond only to this Program interventions, since neither the SD4all Program, nor the partners have a culture nor tools for monitoring and evaluating their activities beyond these results. This is reinforced with Outcome Harvesting as an instrument introduced by HIVOS-IIED Netherlands, since Bolivian experience is oriented to documenting the concrete results of each partner, but no tools are used to monitor processes and measure changes with respect to awareness, attitudes, perceptions and practices resulting from the Program (indicators of effect or impact). The main problem arising from this absence, is that we lose the opportunity to demonstrate the achievements obtained through the Program.

### **3.2 Political scope**

Food security and healthy nutrition have not so far been priority issues at the central government level, despite the high rate of people with malnutrition, overweight or obesity in La Paz and El Alto. Public institutions still dedicate only a limited financial and human resources to address the matter.

Several ministries have competences related to the theme, such as: Education, Health, Rural Development, Productive Development, Environment and Planning. However,

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<sup>4</sup> A process inspired and created based on the gastronomic experience of Denmark.

this issue is still absent from the central government's agenda - there are no initiatives to formulate a comprehensive National Strategy or Plan, nor is there any articulation between the public and private sectors on the subject.

One characteristic that should be highlighted regarding Bolivia, is that it is a country with a broad capacity to formulate laws or other regulatory frameworks; but with much less interest in their actual implementation. Never the less, and given this characteristic context, in order to achieve the impact, the SD4all Program has focused its interventions at the sub-national level, and most of all, at the level of municipal governments, as they have proven to be more receptive to implement actions on these matters (e.g. La Paz, El Alto, Sucre, Tarija, among others).

The key partner in developing political advocacy actions in a vertical<sup>5</sup> logic, was the Alternativas Foundation (*Fundación Alternativas*), which has capabilities and is recognized for facilitating multi-stakeholder platforms, executing research studies and formulating public policy proposals.

### **3.3 Private sector**

Although there has been an expansion in the size and number of food distribution centers (e.g. wholesale markets, retail markets, neighborhood fairs, supermarkets, or neighborhood stores, among others), a functional articulation between producers, distributors, transformers and consumers is still not perceived.

The organic production is still in hands of small family producers with low productivity, whose supplies depend on seasonality. It is evident that there is an absence of communication mechanisms within the chain from producers to consumers, and that the development of initiatives and coordination mechanisms between these stakeholders is still emerging. And although the Baseline document and the Inception Report have identified the need to work on this cooperation, the Program has focused mainly on the consumption link.

Never the less, there are other government and civil society stakeholders with whom the Program is working or coordinating through partner organizations; who identify as very valuable the link between the production, distribution, processing and consumption (system of sustainable and healthy food). Although some initial proposals have been made, nothing has yet been implemented.

Of the three partners, MIGA is the organization with the most focus on the private sector. MIGA wants to boost the economy through purchase and food sale, the generation of employment in services, the generation and/or better use of tourist flows. It promotes what has been called "Flavor Economics" and aims to improve the relationship between cooks and producers. However, according to a self-critical analysis, there is still potential to improve and strengthen these relationships.

### **3.4 Partners and associated groups**

Among the most significant achievements of the SD4all Program is probably the capacity development achieved by its partners. The three organizations are young, not one has more than 10 years. Even so, they are all recognized as key stakeholders on their subject matter.

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<sup>5</sup> A "vertical logic" denominates the relationship of civil society organizations with those public institutions (different govt. levels) responsible for scheduling Public Policy proposals.

This capacity development has been quite personalized in accordance to the specific needs and requirements of each organization. The main strategy has been consultancies from HIVOS coordinators. Additionally, there were specific training courses in tools such as: Theory of Change, Outcome Harvesting or L&A Toolkit.

However, the only moment when an analysis of the organizational capacities and capacity development of partners' needs was carried out, was during the formulation of the Baseline at the beginning of the Program. Further on, it has never been updated nor has its compliance been evaluated. This absence of a systematic Capacity development strategy, also refers to the networks of stakeholders associated with the partners. No partner has mentioned having an explicit Capacity building strategy for the stakeholder network with which they work.

According to HIVOS Bolivia, the most important achievement of the SD4all Program is the formation of an "Ecosystem of partners". The partners have become stronger, they got to know each other, they collaborate and they trust each other. They state that they help each other with specific issues and that they accompany each other in their organizational developments.

With the support of HIVOS, they have expanded their networks and contacts at different levels. However, the "Ecosystem of partners" is so far been characterized by having developed the capacity for complementarity in their work, without having explored the potentiality for generating synergies and seeking added value beyond its complementarity. The clear evidence of this situation is the absence of activities implemented simultaneously between three partner organizations, adding their capacities and contact networks.

A very positive result, which shows the work of each partner with its network of actors, is the systematization of the activities that they have carried out in recent years that document much of the achievements of the organizations. The role of HIVOS Bolivia is evident amongst these results, and reflects in stimulating and financing good quality publications.

### **3.5 Marginalized groups**

The SD4all Program in Bolivia, together with its three partners and different axes of intervention, has a clear focus on working with youth and women. The work focused on men was not developed yet, due to the fact there are some indicators (results of the consumption survey) that point to men - in general and as parents, as obstacles in the process of changing family consumption patterns towards a healthier diet. The evidence that is complemented by a key result of the FoodLab with women, where it was identified that men, and husbands, must be convinced first to introduce innovations to family nutrition. However, *Les Ningunes* has decided to initiate a series of interventions on masculinity and diet in order to address these cultural restrictions.

Low-income groups in urban areas are stated within the general objectives of the SD4all Program in Bolivia (Theory of change), as the main target groups. These population groups in Bolivia are made up of people who mostly work in the informal sector, with long hours spent outside their homes, and who usually prefer fast and cheap street food (called "junk food") that is not very nutritional; that contains many calories, sugar, salt, oil and preservatives which, in their perception, make the food taste "good".

Reaching these low-income groups, and raising their awareness about healthy food habits is not easy, since their receptivity is still limited due to their socioeconomic conditions, which are as important as the others, related to taste or accessibility.

Until now, we were not able to observe a “Trickle down effect” or “spill over effect” of the Program’s strategies, which work with the middle class, going towards low-income segments of the population. However, as of 2018, changes were made to the ToC in order to have a more inclusive orientation that allows expanding the network with which they’ve been working until then.

It seems that, in the future, achieving this objective will require some innovative and particular approaches depending on the characteristics of the population one wishes to reach<sup>6</sup>; as well as, thinking about expanding alliances with other actors that can facilitate the achievement of this objective.

One positive example that shows that it is possible to work with low-income stratum is the *Manq’a* model. With the support of ICCO Netherlands, this model has developed since 2014 a gastronomic technical training model, aimed at generating better life opportunities for young people with limited resources<sup>7</sup>. In addition to technical training, there are courses on strengthening socio-emotional capacities (life skills), support for job placement (in their own *Manq’a* restaurants), development of the entrepreneurial spirit, and strategies for social and political advocacy.

On the other hand, school meals could be an important entry vehicle, as perceived by Alternativas Foundation (*Fundación Alternativas*) which has written guidelines in this area; or the very municipal government of El Alto, which is trying to substitute sweets with fresh fruit in educational units. However, this has proven to be a complex issue, with various private and highly politicized interests, the fact that has reduced the partners' chances of achieving any result in this area.

## **4 Relevance analysis**

Starting off from the orientation with which the Program has been implemented in Bolivia, this Evaluation has identified that the intervention has been coherent and relevant considering the objectives of the Program, having in mind the following considerations.

### **4.1 Positive changes**

Although the theme of sustainable and healthy nutrition has begun to position itself in increasingly broad middle-class sectors for the last 10 years now, it has mainly been influenced by the development of the same phenomenon at the regional and global level. This concrete effect of the Program, has accelerated this process in strategic territorial areas and with specific stakeholders in the city of La Paz and El Alto - main centers of influence for the rest of the country, where the central Government, international cooperation agencies and the most important cultural and gastronomic development of the country are located.

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<sup>6</sup> Perhaps it would be good to analyze and reflect on the example of HIVOS Bolivia intervention called “Citizen Lead Research”, that had to develop some very interesting innovations in order to work with street food female cooks in the markets.

<sup>7</sup> To this moment, the Program reports having 3.601 young people graduated and achieving a 58% job placement rate. For more information see: <https://manqa.org/>

The Evaluation has evidenced an organizational growth of the partners and therefore, their capacity to influence other actors and public policy agendas horizontal (scope of civil society organizations) and vertical ones (government scope); starting with strengthening their capacities, respecting their own agendas, work themes and networks.

This was possible mainly because the Program had selected as its implementing partner organizations three important entities of influence on the subject in the country. Each one housed in a different work niche, with different, but complementary capacities and abilities, and each one with its significant working networks that include government organizations, civil society, activist groups, non-governmental sector, gastronomic sector and others.

A development of multiplied capacities of each one of these three partner organizations and their contact networks is evident from the joint work of HIVOS Bolivia, allowing them to reach and influence a greater number of people and organizations. This characteristic also has positive effects within the framework of the probabilities of the organizations to maintain their sustainability and their scopes since today, they count with greater strengths and capacities to multiply their interventions, than those they initially had separately, each one by itself (economies of scale).

This articulation has significantly contributed to the growth of the ecosystem of healthy, sustainable consumption and appreciation of food heritage in the urban middle class and some other population segments of La Paz and El Alto.

It is precisely from this evidence that the concept of Citizen Agency becomes more relevant and useful, since the construction of the Program agenda in Bolivia and its implementation logic, is carried out taking into account the: visions, missions, needs and agendas of the three partner organizations (bottom up); and not those of a classic intervention type, where the Program contractually establishes what the organizations should do and what should they achieve (top down) in benefit of certain targeted groups.

## **4.2 The effects of inclusion**

The Program, during its intervention, has had important effects on the incorporation and visibility of young people and women in these issues (e.g. festivals, TAMBO, gastronomic fairs, FoodLab, among others); and very few in terms of focusing their interventions on low-income groups; but rather in expanding the coverage of their interventions with a more inclusive vision.

This is due to the fact that in Bolivia, these issues are established in the middle class - the one that, due to its characteristics is articulated to diverse social organizations and that, due to these conditions, has the ability to identify demands, coordinate agendas, sum efforts, lobby and influence decision makers. Today, women and youth form the middle class' driving force and a vehicle of their demands.

## **4.3 Environmental effects**

Although there is a clear relationship between this topic and the effects it could have on the environment (for example reducing CO<sub>2</sub> emissions associated with the increase of vegetable intake and decrease in meat consumption); as well as the evident commitment of partner organizations to the environment, through their relationship with sustainable and healthy foodstuff; the scope of the Program is of very small scale

(municipal level in La Paz and El Alto), which prevents verification of the effects on the environment.

However, if it were possible to broaden the spectrum of intervention to national policies such as school meals and incorporate this subject in the school curriculum, relevant effects of climate change mitigation could be measured by linking practices such as waste reduction, reuse of some materials or plastic reduction.

#### **4.4 Relevance to the context**

If we consider that, in Bolivia (as it previously happened in other parts of the world) urban conditions, sedentary life style and unbalanced nutrition have begun to generate negative effects on the health of its inhabitants (main non-communicable pathologies are: cancer, diabetes and heart problems); then the relevance of implementing programs with the SD4all objectives is more than evident.

Although, the scope of the Program's intervention is very small, as it was initially focused on consolidating the capacities of the partner organizations on the subject in order to later have a "spillover effect" on the rest of the organizations in the ecosystem; it is completely valid as a pilot experience for a subsequent escalation - at least in the most important urban centers of the country, where the largest number of middle-class population is concentrated. In case of Bolivia, this class is the one that has shown to be the most receptive one to this subject, hand in hand with innovative interventions that increase their inclusiveness.

On the other hand, a serious work should be done to raise awareness of the central government, which could not incorporate in its agenda this issue during the duration of the Program, thus affecting seriously the multiplying effect that a National policy could have achieved.

#### **4.5 Relative changes**

Although the Program has generated positive effects mainly in the partner organizations; and these, on the other hand, had the opportunity to multiply their interventions to a larger number of actors; it is also being evident that beyond the results (development of activities), the level of efforts to verify its effects (changes in behavior and attitudes) in the rest of the actors with whom they have carried out their work, is low.

A clear example of it are the important instruments and tools generated by Alternativas Foundation (*Fundación Alternativas*) to build capacities in other actors, whose verification of use and multiplication does not exist: i) Guide for the incorporation of urban agriculture in public management; ii) Guide for the incorporation of Food security in municipal planning; iii) Educational booklet for the first grade of Primary school named "Food with a focus on Food security"; iv) Educational booklet for the second grade of Primary school named "Fruits and vegetables with a Food safety approach"; Educational booklet for the third grade of Primary school named "The human body with a focus on Food security"; Educational booklet for the fourth grade of Primary school named "The school garden with a focus on Food security"; Educational booklet for the fifth grade of Primary school named "The market with a focus on Food security"; or the Educational booklet for the first and second grade of Preschool named "The healthy recess with a focus on Food security", among others.

The second issue has to do with the lack of interest of the partner organizations to replicate, in a constant manner, the advisory and capacity development work (such as

HIVOS Bolivia carried out with them), so that the number of organizations with L&A capabilities that can multiply interventions in larger territorial spaces (other than La Paz and El Alto) and reach a greater number of actors is increased.

However, we have seen in the case of *Les Ningunes* that an intervention in the city of El Alto with the organization *La Casa de la Chola* had taken off and replicated their activities. Quite similar to the case of MIGA that multiplied the realization of TAMBO in San José de Chiquitos in Santa Cruz, where it acquired autonomy in its implementation under the name of POSOKA Gourmet.

Third, the absence of initiatives to map the new healthy and sustainable food ecosystem is evident, after the interventions carried out during the duration of the Program; in such a manner that old and new actors could be identified together with areas of work of those actors, relationships with partner organizations, and the identification of "new opportunities" where there are possibilities to work, articulate, strengthen and densify the network of actors around these issues.

Fourth, although during the implementation of the Program the partner organizations got to know each other and identify areas of their complementarity based on the participation of some, in the activities of the others; no action has been implemented by the three organizations at same time from joining efforts and generating synergies in the implementation of the program.

Fifth, the interventions have been carried out at the municipal level and therefore, their results and effects have been limited to two or three cities. For this reason the scaling of this work to the central government's agenda should be considered, in order to broaden the scope of influence on the subject at the national level (e.g., effectively incorporating the work of Alternativas Foundation (*Fundación Alternativas*) in the school curriculum, or working to influence in the school breakfast policy).

Sixth, the relevance of the multi-country characteristic of the SD4all Program could not be evidenced, since no added value has been generated from potential collaborations or the transfer of good practices and lessons learned south-south.

## **5 Sustainability analysis**

The sustainability of the Program and its interventions have been analyzed from four perspectives: i) sustainability of partner organizations and their networks of actors; ii) sustainability of the topic on the agenda; iii) sustainability of the Program interventions; and iv) sustainability of coordination and consultancy to partner organizations.

### **5.1 Sustainability of partner organizations and their networks of actors**

The partner organizations were already working on this issue before the implementation of the Program, and since SD4all has focused on strengthening their organizational and institutional structures, very important changes have been generated in their resilience capacities<sup>8</sup>. The same is true of the networks of actors

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<sup>8</sup> See the results presented in the Baseline of the Program, for the analysis of "capacities of the partner organizations" (Table N° 2) where there is evidence of high compliance with "financial capacity for policy action" and "Staff stability" in all three partner organizations; as well as the "leadership factors in partner organizations" (Table N° 3), which illustrate, for that moment, already high level of "financial stability" in two of the three partner organizations.

they work with, as they were working with partner organizations before being funded by HIVOS.

Likewise, HIVOS Bolivia has dedicated a significant amount of time to expanding the contact networks of the partner organizations and bringing them closer to international cooperation agencies, in order to identify opportunities for financing their activities in the post-program stage.

As a result of these actions, the partner organizations have generated the following verifiable changes aimed at their sustainability:

- *Les Ningunes* has completed the procedures related to their legal status. It has made a strategic planning for the following years identifying the issues, interventions and methodologies of their work; as well as the way to finance them autonomously through generation of income from the activities carried out in their facilities (e.g. renting its spaces, workshops, seminars, among others); as well as the support of organizations such as MISEREOR or FOCUART (Municipal Government of La Paz) which does not constitute new income, since this is how they were financed before being part of the Program. Likewise, the support of HIVOS Bolivia has allowed them to access other financing such as UNITAS.
- MIGA is in the process of restructuring, with the aim of expanding its scope of action and has carried out strategic planning to guide this process. It has also obtained SDC (COSUDE) financing for the entire 2020 administration.
- Alternativas Foundation (*Fundación Alternativas*) has developed its own Theory of Change for the coming years, and has become the Technical secretariat of the Municipal Committee for Food security of the Municipal Autonomous Government of La Paz.

Consequently, one can hope that even after the Program has ended, the partner organizations will continue to do the work as they have been doing for more than 6 years.

## 5.2 Sustainability of the issues on the agenda

Although the theme of healthy and sustainable food and nutrition, was not included in the agenda by the Program since there were already some previous experiences related to the same issue in the country (such as the actions of the partner organizations themselves /e.g. healthy lunch on Thursdays or urban gardens, among others/, *Gustu*<sup>9</sup> or *Tarija, Aromas and Flavors Program* of the FAUTAPO<sup>10</sup> Foundation; it certainly gave it an important boost by supporting organizations that simultaneously

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<sup>9</sup> Claus Meyer and his *Melting Pot Foundation* took upon the challenge of promoting Bolivian gastronomy based on the Nordic Model. This is how *Melting Pot Bolivia* was born in 2012, as a non-profit organization whose main objective is to explore, revalue and spread the cultural, natural and productive wealth of Bolivia and the potential of its food heritage and gastronomic culture to make gastronomy a “A” source of pride and sustainable progress for Bolivians, providing them with the necessary tools to improve their living conditions, those of their families and their communities, and create lasting socio-economic improvements in Bolivian society. <http://www.gustu.bo/es/us/sec2>

<sup>10</sup> *Tarija, Aromas and Flavors (Tarija, Aromas y Sabores)* is the first public-private Trade Mark that bets on differentiation by origin, typicity and quality, as a strategy to distinguish agri-food products that have characteristics particular of our region in terms of climate and vegetation, which makes the products have their own personality. The *Tarija, Aromas and Flavors Trade Mark* is a challenge of a territory of power to protect its products and facilitate access and protection in the markets <http://portal.fundacionautapo.org/portfolio/tas/>

implemented interventions in different contexts and with different actors (MIGA, *Les Ningunes* and Alternativas Foundation).

In this sense, and based on the evidence obtained from interviews and focus groups, the broad network of actors with whom both HIVOS Bolivia and partner organizations work, is developing on its own activities related to healthy and sustainable food and nutrition. They also work on the revaluation of the national gastronomic heritage, through initiatives that have been generated or promoted from contact with the Program and the interventions of partner organizations.

As evidence, one can witness the explosion of new healthy gastronomic ventures in the main cities of Bolivia and realize that new generations (mainly middle class) are more committed to the environment, health and the revaluation of the national culture. So, the theme of healthy and sustainable food and nutrition is here to stay.

It remains to wish for the both sustainabilities – the matter of healthy nutrition habits and that of the partner organizations, will feed back in synergy in order to maintain the growth of healthy nutrition habits and capacities of other organizations to strengthen the growing network of actors and sustainable articulation (although still emerging), of the chain of production, transformation and consumption of healthy foods.

### **5.3 Sustainability of Program's interventions**

The sustainability of the Program's interventions is structurally related to the sustainability of the partner organizations. And since the Program has respected the interventions of each one of them, consequently, they will be sustainable through them<sup>11</sup>.

However, the same does not apply to the interventions that were developed by HIVOS Bolivia, as there is not much evidence that these have been incorporated into the philosophy of the partner organizations, so that it can be replicated and provide future sustainability. Many of these interventions were implemented in a conjectural manner based on the interests of the consortium, and not as a response to a demand or need from the environment, nor for generating strategies for their sustainability (e.g. consumer preference survey, Citizen Lead Research, Voices and Choices)<sup>12</sup>.

Consequently, it is clear that HIVOS Bolivia's interventions have generated important information and good practices that have been incorporated into some of the partners' interventions.

### **5.4 Sustainability of coordination and advisory work with partner organizations**

All the actors related to the Program have recognized the ability of HIVOS Bolivia to generate coordination actions<sup>13</sup> to reduce transaction costs: firstly, among the partner

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<sup>11</sup> Based on the information obtained from the interviews, it has been evident that in the perception of the actors involved, it was always one of the partner organizations (and not the SD4all Program) that was responsible for the interventions. This is why the responses to whether the SD4all Program is well known are mostly negative.

<sup>12</sup> HIVOS Bolivia interventions that generated important information for the Program, but lack of an organization that has made the decision to replicate them.

<sup>13</sup> The absence of coordination between the actors of certain sectors, or economic activities, usually generate transaction costs that were not initially contemplated (market failure), which reduce their competitiveness. In order to reduce or eliminate these costs, Coase (1937) recognizes the benefits of establishing a coordination systems. Coase, Ronald (1991 [1937]), "The nature of the firm", in Williamson O.E., *The nature of the firm*, Oxford University Press, Oxford, pp. 18-33.

organizations themselves and secondly, between partner organizations and other organizations (*networking*<sup>14</sup>).

Through its staff, HIVOS Bolivia, played a central role in the implementation of the Program, since it generated: i) standardized information for all partners; ii) access to contact networks related to the topics of interest to the members; iii) cost reduction of coordination between partner organizations; iv) diminishing possible conflict situations between partner organizations, among others.

Likewise, the other important role of HIVOS Bolivia in the Program was to provide personalized advisory and capacity building to partner organizations - on permanent basis and in regard to their day-to-day needs, as well as during the implementation of their activities (this was not regarded as a training process). Through this process, HIVOS Bolivia ensured that partner organizations count with: i) the ability to act and commit to their own long-term visions; ii) the ability to meet the proposed objectives; iii) capacity for adaptation and renewal; iv) the ability to relate to multi-stakeholder networks of people and organizations interested in the matter; v) the ability to balance the diversity of actors and issues with which they work, and achieve coherence; and vi) the capacity to initiate a process of maturation of the networks of actors with whom they work and relate.

In the future, it will be challenging for the partner organizations (which have perceived the support of HIVOS Bolivia as essential), to explicitly integrate in their strategies and replicate this practice to the networks of actors with whom they work, thus increasing the advocacy and lobbying capacities of the ecosystem in general.

## **6 Conclusions**

### **6.1 Lobbying/Agenda Setting**

The three SD4all Bolivia partners have contributed significantly to raising awareness of the urban middle-class population and some other urban segments in La Paz and parts of El Alto, managing to incorporate the issue of conscious and healthy food and nutrition into the formal and informal agenda. At the same time, the Program has strengthened their positioning as leaders and referents on the subject in the country itself.

It was possible for this issue to be included in the agendas of different actors, sectors and levels (vertical and horizontal agenda setting), and there are also important contributions of actions conducted, that can serve as a reference point for verification, (e.g.: urban gardens, pedagogical and research material, appreciation of local food heritage in the gastronomic offer, fairs and markets with agro-ecological products, multi-actor platforms, municipal laws and regulations, municipal food safety committees, gastronomic festivals and other events with public incidence). These and

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<sup>14</sup> A very important task undertaken by HIVOS Bolivia involved a process of "opening doors and achieving contacts and friendships", very important steps in order to achieve the objectives of the partner organizations and the Program; and at the same time, achieve a significant reduction in financial costs, time and create credibility and trust in partner organizations.

others, can become opportunities to expand results and scale to the national level (e.g. through school meals or the school curriculum).

## **6.2 Citizen Agency**

Bolivia is a country characterized as being highly politicized, which has resulted in an articulated, organized civil society with high mobilization capacity. Consequently, lobbying, advocacy and capacities of social pressure to incorporate demands in both vertical and horizontal agendas, are neither new nor novel.

Based on this notion of the environment in which the Program is implemented, HIVOS Bolivia incorporates its own vision in which it views the Program as a “[...] L&A intervention based on the development of capacities in the three partner organizations”, in such a manner that the Theory of Change was built, applying a bottom-up process, from the: needs, visions, agendas, instruments and intervention logics of the partner organizations as central actors. That is, an adaptation of the Citizen Agency concept to Bolivian ways.

It is for this characteristic for example, that the interventions with methodologies incorporated by HIVOS into the Program (e.g. *FoodLabs*) did not have the receptivity of partner organizations; which in turn have proven methodologies adapted to the characteristics of organizations and networks with whom they work (e.g. multi-acting committees, tambos, healthy lunch on Thursdays and others).

Finally, it has been proven that the work of the Program aimed at the generation and strengthening of capacities of the three partner organizations had largely achieved its objectives, mainly by taking into account a demand approach and the characteristics of each organization.

## **6.3 Population groups as yet not included**

The SD4all Program in Bolivia with its three partners and the different axes of intervention has a clear focus on working with youth and women. And although the general objective of the SD4all Program in Bolivia (Theory of Change) also includes low-income groups as part of the target group, it has been very difficult to verify specific interventions aimed at them. Rather, what is verifiable starting 2018, are the interventions with a wide logic of inclusion, in order to reach a larger number of actors and social segments.

Nor has it been possible to verify a “Trickle down” effect of the Program's strategies, which work with the middle-class, towards low-income segments of the population. Therefore, in the future, it will be necessary to work with some innovative methodologies and alliances with new actors that allow achieving this objective, based on existing experiences in the country on this topic, which have been successful in developing targeted interventions in this population group.

## **6.4 Relevance and sustainability**

Based on the evidence, it's been verified that the interventions have been coherent and relevant according to the objectives of the Program and the environment in which they were implemented.

This finding is reinforced by the positive assessment of the sustainability of the partner organizations, their interventions and the very agenda topics of the urban middle-class, and some other population segments.

## 6.5 Design and management of the SD4all

The intervention of the Program in Bolivia can be summarized in the following sentence by Marcelo Collao (Coordinator of the SD4all Program in Bolivia): "HIVOS contributes to the partners' programs, instead of the partners contributing to the HIVOS Program".

Within this framework, the use of HIVOS management methodologies and tools for Program implementation has been critically analyzed, showing the following aspects coincidentally among the Program's partners:

- The Theory of Change (as basis for conceptualizing the Program) was difficult to use since it was a tool new "to everyone" (including HIVOS Bolivia), and it was not accompanied by a training process to those responsible for its implementation in Bolivia on behalf of the consortium. However, the partners expressed their satisfaction since the tool offered a wide range of flexibility to adapt to their organizational cultures, which were at the time lacking strategic planning, monitoring and evaluation tools.
- The final result and achievements of the Program is a construct that reflects the added interventions of each one of the partners, but fails to articulate aggregated results nor general objectives of the Program, which shows the absence of synergies of the interventions. This is reinforced by the evidence from the interviews which identify the interventions with the name of each partner organization, and not the Program itself.
- As a monitoring and evaluation tool, the *Outcome Harvesting* usually works to monitor and substantiate activities, but in the case of Bolivia it has not served as a tool to verify changes beyond the results, in effects or impacts (e.g. behavior changes, attitudes or use of materials generated from knowledge management); an aspect that represents a weakness of the Program at the time of showing the structural achievements reached.
- These findings, had a Mid-term evaluation been carried out, would have made it possible to make adjustments in a timely manner and to conclude the Program in a more methodologically robust manner.
- The formulation of a multi-country proposal with interventions in various regions of the world, did not manage to verify a response to the demand of partner organizations to learn about their peer organizations, innovative interventions, diverse methodological tools and other types of experiences, based on a process of south-south cooperation that would create an added value for the interventions in Bolivia. Evidence from some visits made by the partner organizations members to international events linked to the Program, clearly reflects contributions not only in built-in tools, but also the contributions of new and innovative ideas that were put into practice during the implementation of SD4all in Bolivia.

- The interventions outside the place of residence of the partner organizations (e.g. Sucre or Tarija) have not managed to generate the same level of commitment (and probably sustainability), as the interventions carried out in La Paz. This draws attention to the need to multiply to other organizations of those cities in order to ensure the effective fulfillment of the stated objectives.

## 7 Recommendations

We have included below a number of suggestions to partner organizations, believing that their institutional lives will continue sustainably beyond the completion of the SD4all Program:

### 7.1 Synergies

- The three partner organizations should explore interventions where it makes sense to work as one, achieving synergies that will broaden the results, effects and impacts; as well as the population they would affect.
- The interventions that have been successful so far must continue to be implemented, and those that are in process must be consolidated (e.g. Food security laws and urban gardens of the municipal Government of El Alto), focusing on the inclusive logic, with which they have been working since 2018.
- The exercise of mapping a complete network of actors (of the three partners) of the new ecosystem of a healthy, sustainable food and nutrition and appreciation of the gastronomic heritage should be carried out; in such a manner that it should identify future challenges starting off from the discovery of the "new opportunities" for work, inclusion, articulation, strengthening and densification.
- Formulate innovative strategies in order to scale current achievements from sub-national to national level (working seriously on school meals). At the same time, innovate in proposals, methodologies and tools to reach urban populations beyond the middle-classes (e.g. working on healthy recipes with domestic aid), as well as beyond traditional consumption (e.g. restaurants) towards street consumption segments (popular gastronomy) where a mayor number of the population is fed during lunch hours (e.g. hamburger, *salchipapas*, *anticuchos*, sandwiches, among others).
- Analyze the possibility of articulating the sustainable and healthy food chain from production (urban and/or rural), the distribution, transformation and consumption. And within this task, explore options for articulating the private sector.
- Use the synergy of the three partners in order to articulate a proposal that allows influencing the agendas of international cooperation agencies, incorporate the issue and obtain significant, medium-term financing.

### 7.2 Multiplying

- Systematize strengthened internal capacities of the three partner organizations in order to formulate a Capacity building Program in the new network of

ecosystem actors, identifying and segmenting levels of intensity and capacities to be achieved.

- Achieve agreements to collaborate with universities to support the research and knowledge management process; as well as the use of internships to provide labor support to organizations.
- Intervene in other geographical areas, only when there are effective multiplication processes in other organizations that can lead and assume the commitment required for sustainability.

### **7.3 Management**

- Develop or assume tools for managing the impact chain, with monitoring and evaluation methods that allow results and effects to be easily documented and evidenced. (e.g. entry and exit tickets at capacity development events, ex post verifications of the interventions, mid-term evaluations, among others).
- Develop capacities for the use of various methodological strategic planning tools (more or less rigorous), depending on the organizational culture of each organization. This will favor the possibilities of working with diverse sources of financing and with larger amounts of funds.

## 8 Annexes

### 8.1 Annex N° 1: Participants, type of interventions and timeframe

| When       | What   | Participants  |
|------------|--|---|
| 05.12.2019 | First interview for the preparation of the inception report  | Maria Teresa Nogales, director of Fundación Alternativas  |
| 13.01.2020 | Meeting with Hivos coordinators  | Marcelo Collao, Nicole Szucs, Gesa Grundmann, José Carlos Campero   |
| 20.01.2020 | First meeting with all partners in HIVOS office to revise objectives of the evaluation and organize dates and logistics  | Marcelo Collao, Nicole Szucs, Maria Teresa Nogales (Fundación Alternativas), Leslie Salazar (MIGA), Ariel de la Rocha (Les Niungunes), Gesa Grundmann, José Carlos Campero  |
| 03.02.2020 | Workshop with Alternatives Foundation ( <i>Fundación Alternativas</i> )  | Gabriela Teran Guochalla, Janira Rodriguez Torrez, Javier Thellaeche Ortiz, Mariela Rivera Rodriguez, Viviana Zanora Telleriz, Maria Teresa Nogales, Elisabeth Aguirre Quinoes, Gesa Grundmann, José Carlos Campero |
| 04.02.2020 | Workshop with <i>Les Ningunes</i>  | Ángela Guerra Sarmiento, Maira Simone Peters, Ariel de la Rocha, Joaquín M. de la Rocha Illanes, Gesa Grundmann, José Carlos Campero  |
| 05.02.2020 | Workshop with MIGA   | Estefanía Rada, Julio Caneda Rosso, Ana Zalles, Leslie Salazar, Gesa Grundmann, José Carlos Campero   |
| 06.02.2020 | Participation in the municipal Committee for food security in La Paz   | Aprox. 30 participants of different sectors of society and administration, organized by Fundación Alternativas, Gesa Grundmann  |
| 10.02.2020 | Workshop with all partners to analyze their cooperation and alliances  | Marcelo Collao, Nicole Szucs, Maria Teresa Nogales, Leslie Salazar, Angela Guerra Sarmiento, Estefanía Rada, Gesa Grundmann, José Carlos Campero  |
| 11.02.2020 | Meeting with Hivos coordinators to analyze design, management and results  | Marcelo Collao, Nicole Szucs, Gesa Grundmann, José Carlos Campero   |
| 12.02.2020 | Participation in the "Primer encuentro de jóvenes para empleo, educación y alimentación" (The First Youth meeting to discuss alimentation, employment and education) | Aprox. 200 young people, organized by MIGA Gesa Grundmann   |

|            |  |   |
|------------|--|---|
| 13.02.2020 | Focus group discussion with 10 participants who collaborate with the partner organizations                           | Carla Rodríguez Ascano (Movimiento comida consciente – Restaurante Aguacate), Federico Chipana Vergas (Colectivo Casa de la Solidaridad El Alto y Achocalla), Luz Bustillos (Escuelas Manq'a), Luisa Fernanda España Peñaranda (Restaurante Lupito - Cocina Vegana), María Isabel Casiba (Instituto Celfim), María Fernanda Revollo Endara (Consejo Municipal de La Paz), Martín Mamani Vergara (Miembro Huerto Urbano Lakauta), Geovana Mercado Ramos (Agrónoma), Claudia Arroyo Lanza (Socióloga y feminista, Centro de Cultura Popular), Gesa Grundmann, José Carlos Campero |
| 14.02.2020 | Interview with FAO Bolivia Director  | Dr. Theodor Friedrich, Gesa Grundmann   |
| 14.02.2020 | Interview with the Coordinator of CODAN La Paz (Department of Food and Nutrition, Departmental Government of La Paz) | Víctor Hugo Román, Gesa Grundmann   |
| 20.02.2020 | Sense Making Workshop  | Ariel de la Rocha (Les Ningunes), Marcelo Collao (Hivos), Joaquín Moisés de la Rocha (Les Ningunes), Viviana Zamora (Fundación Alternativas), Gabriele Terán (Fundación Alternativas), Nicole Szucs (Hivos), Leslie Salazar (MIGA), Julio Cadero Rosso (MIGA), Gesa Grundmann, José Carlos Campero  |
| 21.02.2020 | Interview with the Regional Director for Latin America of ICCO Cooperation   | Conny Toornstra, Gesa Grundmann   |
| 09.03.2020 | Interview with FAUTAPO Foundation Director   | Andreas Presing, José Carlos Campero  |
| 10.03.2020 | Interview with INNOVARE executive  | Gabriela Silva, José Carlos Campero   |
| 19.03.2020 | Interview with the Director of Agriculture and Food Safety of the Municipality of El Alto                            | Santos Merlo, José Carlos Campero   |
| 19.03.2020 | Interview with the Secretary of Economic Development of the Municipality of Tarija                                   | María Elena Bautista, José Carlos Campero   |
| 19.03.2020 | Second Sense Making Workshop   | Marcelo Collao, Nicole Szucs, Gesa Grundmann, José Carlos Campero, Frank Mechielsen, Carmen Torres Ledezma  |
| 19.03.2020 | Interview with the former Coordinator of the Multi-  | Patricia Pereira Cortéz, Gesa Grundmann   |

|            |  |                               |
|------------|--|-------------------------------|
|            | Stakeholder Platform in Sucre  |                               |
| 20.03.2020 | Interview with a member of the Municipal Council of the Municipality of La Paz | Katia Salazar, Gesa Grundmann |

## 8.2 Annex N° 2: Documents and websites consulted

|   |
|---|
| De Greve, P. & Kasumba, G. (2019). End-term Evaluation, Citizen Agency Consortium, Sustainable Diets for All, Inception Report  |
| De Toma, C. (2018). Advocacy Toolkit. People Centered Advocacy for a More Sustainable Food System. Hivos-IIED   |
| Días Reyes, S. & Quinteros, Y. (2018). Memoria Movimiento de Comida Consciente 2012-2018. Les Ningunes  |
| Fundación Alternativas. (2018). Sistematización de la Experiencia Institucional Fundación Alternativas 2013-2018  |
| Fundación Alternativas in www: <a href="http://alternativascc.org/en/home/">http://alternativascc.org/en/home/</a>  |
| Fundación Alternativas: See <a href="http://alternativascc.org/publicaciones/">http://alternativascc.org/publicaciones/</a> to get an idea about the extensive list of publications (investigations, manuals, policy proposals, teaching aids and institutional memories) |
| Hivos. (2018). Input for MTR: Capacity Development  |
| Hivos. (2019). Healthy and Sustainable Gastronomy Initiatives in Action. A Deep Dive into Five Successful Gastronomy Initiatives. Case Studies  |
| Hivos. (2020). Agency and Advocacy in the Food System of the Majority (unpublished draft version)   |
| Hivos Bolivia. (2016). Inception Report Dietas Sostenibles para Todas y Todos. Bolivia  |
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| La Casa de les Ningunes. (2018). Guía de Jueves de Comida Consciente. Bolivia   |
| Les Ningunes in www: <a href="https://www.facebook.com/lacasadelosningunos/">https://www.facebook.com/lacasadelosningunos/</a>  |
| Maguiña Villón, J.R. (2016). Programa Dietas Sostenibles Para Todos y Todas. Informe de Consultoría: Establecimiento de Línea de Base   |
| Mechielsen, F. (2018). Bolivia Duty Trip Report 1-8 December  |
| MIGA. (2018). Movimiento de Integración Gastronómico Boliviano. (Booklet about MIGA)  |

MIGA in www: <https://miga.org.bo/>

Wilson-Grau, C., Scheers, G., Hoitin, C., Richert, W. (2019). Substantiation Report Hivos (Introduction and chapter on Bolivia)

### 8.3 Annex N° 3: Comparison of the efficiency of the interventions

#### Methodology

The methodology emerges as an adaptation of that suggested from the experience of other countries, based on the capacities and level of knowledge of the information pertinent to the Program of all the members of the partner organizations.

The objective is to relate each of the lines of intervention of each partner organization, within the framework of the SD4all program, with the self-perception of its relevance, results achieved, efforts made and costs incurred.

The members of each partner organization were provided with a series of primaries ranging from 1 to 3 (1 being the lowest and 3 being the highest), and in each case they were asked to vote for one of the three options. The numbers reflected in each case are the number of people who voted for each option. Likewise, once the results were obtained, their analysis was carried out jointly, and they were allowed to present comments supporting individual voting, if required.

#### Results

| <b>Alternatives Fundation /Fundación Alternativas/ (6 people participated in the exercise)</b> |           |   |   |         |   |   |         |   |   |       |   |   |  |
|--|-----------|---|---|---------|---|---|---------|---|---|-------|---|---|--|
| Interventions  | Relevance |   |   | Results |   |   | Efforts |   |   | Costs |   |   | Comments   |
|  | 1         | 2 | 3 | 1       | 2 | 3 | 1       | 2 | 3 | 1     | 2 | 3 |  |
| Dialog spaces/<br>platforms  |           |   | 6 |         | 1 | 5 | 4       | 2 |   |       |   | 6 | None   |
| Strengthen<br>municipal<br>capacities  |           |   | 6 | 1       | 5 |   | 1       | 5 |   |       | 2 | 4 | New activity   |
| Strengthen<br>CODAN<br>capacities<br>(Dept. govt.)   |           | 6 |   | 5       | 1 |   | 6       |   |   | 4     | 2 |   | New activity   |
| Educational<br>tools   |           |   | 6 |         | 5 | 1 |         | 1 | 5 |       | 1 | 5 | None   |
| Investigation &<br>information   |           | 1 | 5 |         | 5 | 1 |         | 6 |   |       | 2 | 4 | None   |
| Urban gardens  |           | 1 | 5 |         | 3 | 3 | 2       | 2 | 2 |       |   | 6 | Important steps have been taken, but there is still a long way to go in order to achieve green cities. People need to replicate these initiatives on their own. As it is an Open classroom it is not designed to be sustainable nor work in the absence of the Foundation, and the same occurs RE. lobbying and advocacy issue, since there has to be a constant relationship with people. |
| Observatory in<br>Sucre  |           | 6 |   | 6       |   |   |         | 5 | 1 |       | 3 | 3 | New activity   |

### Les Ningunes (4 people participated in the exercise)

| Interventions                               | Relevance |   |   | Results |   |   | Efforts |   |   | Costs |   |   | Comments   |
|---|-----------|---|---|---------|---|---|---------|---|---|-------|---|---|--|
|   | 1         | 2 | 3 | 1       | 2 | 3 | 1       | 2 | 3 | 1     | 2 | 3 |  |
| Encounters (incidence)                      |           | 4 |   |         | 1 | 3 |         | 2 | 2 |       | 3 | 1 | The logistics of each encounter demands many resources   |
| Festivals                                   |           |   | 4 |         |   | 4 |         |   | 4 |       |   | 4 | The most important intervention  |
| Training workshops                          |           | 1 | 3 |         | 3 | 1 | 1       | 3 |   |       | 4 |   | They take a long time to carry out<br>The costs are generally covered by other organizations   |
| Participation and co-organization of events | 1         | 3 |   | 1       | 2 | 1 |         | 3 | 1 | 1     | 3 |   | None   |
| Social networks                             |           | 1 | 3 |         | 3 | 1 |         | 4 |   | 2     | 2 |   | None   |
| Installations (artistic)                    |           | 1 | 3 |         | 3 | 1 |         | 4 |   |       | 4 |   | None   |
| Multiplication (community processes)        |           |   | 4 |         | 4 |   |         |   | 4 | 1     | 2 | 1 | They take a long time to carry out and build the relationship, various projects not very cheap |
| Publications                                |           | 3 | 1 |         | 3 | 1 |         | 2 | 2 | 1     | 3 |   | None   |

### MIGA (4 people participated in the exercise, in the cost assessment is for 3 people only)

| Interventions     | Relevance |   |   | Results |   |   | Efforts |   |   | Costs |   |   | Comments   |
|-------------------|-----------|---|---|---------|---|---|---------|---|---|-------|---|---|--|
|                   | 1         | 2 | 3 | 1       | 2 | 3 | 1       | 2 | 3 | 1     | 2 | 3 |  |
| TAMBO (Food Fair) |           | 2 | 2 |         | 3 | 1 |         | 1 | 3 |       |   | 3 | In the manner MIGA carries out its work, all the axes are combined in this activity. Today we are in a stage in which it's necessary to generate spaces that are not called TAMBO in order to achieve our objectives. TAMBO must stop being so important to MIGA. As far the results go, it's been 2 difficult years: the first one w/ its financial matters, and the last one RE. political terms that affected our performance. There was no results that were aimed for in an integral manner, only some great results were obtained in the gastronomic Fair. Yet, the gastronomic meeting model is no longer useful for what we are looking for. TAMBO has been an innovative proposal and has generated as important multiplying effects, such as POSOKA and MISKI. |
| Cooperation       |           |   | 4 | 1       | 3 |   |         | 1 | 3 |       | 2 | 1 | There was much criticism that MIGA was closing itself to only a few actors, but with the change of vision, it has begun to open up to a variety of new actors. Since it's a very conflictive   |





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|---|--|---|---|--|---|---|--|---|---|---|---|---|--|
| Municipal<br>"Food and<br>Nutrition Days" |  | 1 | 1 |  | 2 |   |  | 1 | 1 |   | 1 | 1 | It is a space of great incidence, in the medium term, to influence through municipal meals. We are still in the middle of its implementation |
| "Back to the roots"                       |  | 2 |   |  | 1 | 1 |  |   | 2 | 2 |   |   | And then what do we do with this product?  |