Evaluation of El Salvador
WFP Country Strategic Plan 2017-2021

February 2022
Q1 TO WHAT EXTENT ARE WFP’S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE’S NEEDS, AS WELL AS WFP’S STRENGTHS?

Strong alignment with national policies, adequately tackling key development issues in the country

The CO positioned itself at the centre of the triple nexus, playing a leading role in emergencies

Prioritization of groups with intersectional vulnerabilities and populations affected by disasters
Q2 WHAT IS THE EXTENT AND QUALITY OF WFP’S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES (1/2)?

**SO1** The CSP expanded **access to social protection system** for vulnerable households. Transfers contributed to adoption of healthy food habits and nutrition patterns.

**SO2** The CSP brought about significant improvements in the productivity of **smallholder farmers**, strengthened their associations and facilitated financial inclusion.

**SO3** **Resilience activities** contributed to preserving natural resources and building disaster reduction capacity in emergency settings.

**SO4** Through technical support to national and local institutions the CSP strengthened capacity to **assist people affected by disasters**.

**SO5** The CSP contributed to the definition of **regulatory frameworks for food security**. Funding shortfalls and the COVID-19 pandemic had serious implications for South-South cooperation activities.
Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes (2/2)?

During the COVID-19 pandemic, humanitarian assistance was expanded to include highly vulnerable people.

Gender equality and women’s empowerment (GEWE) well integrated into CSP interventions. No gender-transformative approach to capacity strengthening programming or partnerships.

Sustainability of results was sought through partnerships with national entities and delivery of trainings of trainers. Scalability of pilot projects was limited for reasons beyond WFP’s control.
In emergency settings, assistance through CBTs was timely and met its distribution targets. In contrast, institutional capacity strengthening activities not linked to emergencies faced delays.

Targeting and coverage appropriate.

CO was proactive in seeking alternative cost-effectiveness measures.

Operating costs decreased significantly thanks to remote monitoring during COVID-19 outbreak.
Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

- CO management leadership and technical staff know-how
- Historical partnerships maintained and new ones developed
- Severe funding shortfalls and earmarking of resources
- Evidence generation for policymaking and targeting of social protection programmes
- Lack of knowledge management strategy and limited application of results-based management principles
Conclusions

WFP recognized as a key player in humanitarian response, but less well known for its contributions to development and capacity strengthening.

CSP allowed for some flexibility in programming, especially during COVID-19 response, but internal synergies across strategic objectives was not fully explored.

Room for improvement in gender transformative programming and partnership.

Conditions for sustainability and scaling-up of pilots could have been identified more clearly.

Evidence generation is a key strength, but there is need to reinforce Result Based Management.

Critical assumption on the availability of funding and continuation of programmes did not hold true.
WFP should **harness its strategic position and reputational capital** to position itself as a key development partner in the post-COVID-19 reconstruction.

The new CSP should link strategic outcomes, explicitly **incorporate strengthening of national capacity** and expressly capture the logic of the humanitarian-development-peace nexus.

Continue adopting a **gender-transformative approach**, with relevant measures applied in the targeting of beneficiaries, in partnerships and in the implementation of inter-agency strategies.

**Develop a strategy** for enhancing the **sustainability of interventions**.

**Promote results-based management approach**.

**Develop a resource mobilization strategy** with medium- and long-term horizons.