



WFP EVALUATION



WFP
World Food Programme

SAVING
LIVES
CHANGING
LIVES

Evaluation of El Salvador WFP Country Strategic Plan 2017-2021

February 2022

Round Table

CONTEXT

- Population 6,7 million
- Lower middle-income country, highly dependent on remittances
- Regularly exposed to natural disasters
- Affected by food insecurity
- Agriculture sector dominated by smallholders
- Violence, organized crime and GBV are very serious issues



CSP 2017–2021

Shift: from emergency response to addressing recovery from disasters and root causes of vulnerability through national and local capacity strengthening



The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021

SO1



Food-insecure smallholder farmers and their organizations in El Salvador sustainably increase their productivity and income by 2021

SO2



Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021

SO3



Targeted people affected by rapid- and slow-onset disasters have access to food all year

SO4



National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2021

SO5

In 2021, **CSP duration extended up to June 2022**

EVALUATION METHODOLOGY



- **Theory based**
- **Mixed methods approach:** monitoring data, literature review, semi-structured interviews, focus groups, online surveys
- Covid-19 led to a **remote approach**
- Attention to **confidentiality, gender** and **ethical considerations**

FINDINGS

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



Environmental considerations were central in asset creation and resilience activities



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

Q3 TO WHAT EXTENT DID WFP USE ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO CSP OUTPUTS AND STRATEGIC OUTCOMES?



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**

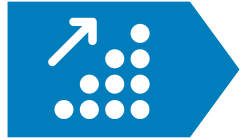


Evidence generation for policymaking and targeting of social protection programmes



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

RECOMMENDATIONS

1

WFP should **harness its strategic position and reputational capital** to position itself as a key development partner in the post-COVID-19 reconstruction

2

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

3

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

4

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

5

Promote results-based management approach

6

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