



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 14–17 November 2022

Distribution: General

Agenda item 6

Date: 11 October 2022

WFP/EB.2/2022/6-H/Add.1*

Original: English

Evaluation reports

* *Reissued for technical reasons on
17 October 2022*

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations from the summary report on the evaluation of the Peru country strategic plan (2018–2022)

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Peru for 2018–2022.
2. The purpose of the evaluation was to assess WFP's strategic positioning, its contribution to outcomes, its efficiency in implementation and the factors explaining its performance.
3. The evaluation was conducted between January and December 2021, taking a utilization-focused and consultative approach. It served the dual purpose of accountability and learning and informed the preparation of a new CSP for Peru.
4. The evaluation made five recommendations addressing key issues for Peru's next CSP: three strategic and two operational.
5. The response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or completed) actions, responsibilities and timelines for the implementation of those recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE PERU COUNTRY STRATEGIC PLAN (2018–2022)					
Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
Recommendation 1: Strengthen areas of action that have proven to have the greatest impact on policies and the greatest potential to contribute to the achievement of Sustainable Development Goal 2 and undertake initial activities under the new country strategic plan to maximize support for the triple nexus between humanitarian action, development assistance and peacebuilding and to strengthen livelihoods and resilience.	Country office				
1.1 Continue technical assistance and advocacy activities for the vertical and horizontal expansion of the shock-responsive social protection programme, taking advantage of the favourable juncture generated by the response to the pandemic. Priority: High Deadline: November 2022	Country office management	Agreed.	The country office will integrate support for social protection into the new CSP, emphasizing the strengthening of social protection in ways that improve emergency preparedness and response (activity 1) and build resilience to shocks and stressors (activity 3).	Management (programme)	November 2022

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<p>1.2 Continue and strengthen advocacy to promote the effective implementation of multisectoral national policies that address nutrition problems, including through collaboration with subnational actors responsible for implementation such as the National Assembly of Regional Governments and the Association of Municipalities.</p> <p>Priority: High Deadline: Incorporation into the design of the new country strategic plan</p>	Country office management	Agreed.	WFP will incorporate a dedicated activity (activity 2) into the new CSP, focusing on the provision of support for the implementation of multisectoral nutrition policies. Under that activity, WFP will undertake direct interventions in collaboration with subnational actors and will use the evidence generated to inform and support national policy rollout.	Management (programme)	November 2022
<p>1.3 Explore approaches and potential sources of funding to avoid being limited to risk management and to incorporate and promote resilience, with an emphasis on climate change and community strengthening.</p> <p>Priority: Medium Deadline: Incorporation into the design of the new country strategic plan</p>	Country office management	Agreed.	The new CSP will expand disaster risk management partnerships and approaches to include the promotion of integrated resilience approaches (activity 3) that generate income, protect the environment and increase adaptation to climate change, and shock-responsive social protection (activity 1) that connects disaster risk management to social protection. Multi-year funding will be sought for both integrated resilience and social protection approaches.	Management (programme)	November 2022

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<p>1.4 Foster links between emergency measures and long-term solutions for the promotion of livelihoods through the establishment of alliances with other actors in order to strengthen the humanitarian-development-peace nexus.</p> <p>Priority: Medium</p> <p>Deadline: Incorporation into design of the new country strategic plan</p>	Country office management	Agreed.	The new CSP will incorporate various approaches that connect emergency response and long-term solutions and strengthen the humanitarian-development-peace nexus. Activity 1 will include the active seeking of referral pathways to livelihood-oriented activities implemented by peer organizations and will strengthen shock-responsive social protection. Activity 3 will focus on supporting integrated approaches that increase resilience to shocks by strengthening livelihoods and fostering adaptation to long-term climate change and other major stressors and that strengthen social cohesion.	Management (programme)	November 2022
<p>Recommendation 2: Maintain and strengthen the wide range of partnerships established under the current country strategic plan to continue the fight against malnutrition in all its forms in line with the priorities established for the next country strategic plan.</p>	Country office		The new CSP will incorporate a dedicated activity 2 aimed at ensuring the maintenance and strengthening of WFP's partnerships and positioning with the Ministry of Health, the Ministry of Development and Social Inclusion and the Ministry of Education for the implementation of multisectoral policies related to nutrition.	Management (programme)	November 2022

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<p>2.1. Support positioning strategies with the various levels of the Government and advocate the inclusion of policies to combat malnutrition in the agendas of regional and municipal authorities, with a view to promoting the implementation of national policies.</p> <p>Priority: High Deadline: November 2022</p>	Country office management	Agreed.	<p>WFP also expects to have a role in promoting the implementation of national policies related to food security and food systems more generally. That role will involve partnerships with additional ministries such as the Ministry of Agriculture, the Ministry of Production and the Ministry of the Environment.</p> <p>Partnerships with the private sector and the private sector zero hunger advisory board will be strengthened and built. WFP will review the constitution of the advisory board by November 2022.</p>	Management (programme)	November 2022
<p>2.2. Build on the work already done by expanding private sector support to position WFP as a key partner for the zero hunger agenda, directing strategies for combating malnutrition and anaemia and promoting the adoption of healthy habits and access to nutritious food.</p> <p>Priority: Medium Deadline: September 2022</p>	Country office management	Agreed.	Partnerships with United Nations actors that could facilitate the integration of a triple nexus approach, including the United Nations peace and development advisor, will be strengthened and built.	Management (programme)	November 2022 (the recommended timeframe will not be sufficient and the deadline has been adjusted)

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			WFP will lead, co-lead and participate in working groups associated with the United Nations sustainable development cooperation framework, cash-based transfers, refugees and migrants and the Scaling Up Nutrition Business Network.	Management (programme)	November 2022
2.3. Continue to strengthen partnerships with other United Nations entities, especially within the framework of the zero hunger agenda and humanitarian action, to enhance synergies that support the triple nexus and more comprehensive interventions in line with the United Nations sustainable development cooperation framework. Priority: High Deadline: Incorporation into the design of the new country strategic plan	Country office management (regional bureau)	Agreed	WFP will work with the United Nations Children's Fund and the Food and Agriculture Organization of the United Nations on the formulation of the United Nations Scaling Up Nutrition report.	Management (programme)	November 2022

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<p>2.4. Consolidate existing links with civil society organizations and academia from a strategic perspective and expand them to include grassroots, consumer and territorial organizations, as appropriate, in line with the priorities of the new country strategic plan (for example, in the context of local procurement from small-scale producers).</p> <p>Priority: Medium</p> <p>Deadline: Incorporation into the design of the new country strategic plan</p>	Country office management	Agreed.	Under the new CSP, the country office will formulate and initiate preparatory actions for the implementation of a community engagement plan in accordance with corporate guidelines for civil society engagement and will formulate a plan for civil society engagement.	Management (programme)	November 2022
Recommendation 3: Ensure alignment with WFP's revised policies on gender, protection and accountability	Country office				

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<p>3.1. Ensure alignment with the gender policy in the design, implementation and evaluation of activities and projects and in the content of technical assistance by allocating and distributing resources for the development of gender analyses and similar tools.</p> <p>Priority: High Deadline: Incorporation into the design of the new country strategic plan</p>	Country office management (regional bureau)	Agreed	<p>The country office will develop a plan for the implementation of WFP'S corporate gender policy, including the development of gender analysis tools and the rollout and allocation of resources for its implementation.</p> <p>The country office will incorporate cross-cutting gender indicators into the logical framework of the new CSP.</p>	<p>Management (gender unit, programme, budget unit and regional bureau gender advisor)</p> <p>Management (monitoring and evaluation unit)</p>	<p>May 2023 (the recommended timeframe will not be sufficient and the deadline has been adjusted)</p> <p>November 2022</p>
<p>3.2. Have the specialized support required to help country office staff achieve the objectives of and carry out the activities in the gender policy, including monitoring and reporting, and to develop staff capacity building plans, with an emphasis on the field offices.</p> <p>Priority: High Deadline: June 2022</p>	Country office management	Agreed.	The country office will review and adjust the terms of reference of the protection officer to include actions related to promoting the corporate gender policy, and the capacity of the country office in gender will be strengthened through technical assistance provided by the regional gender advisor.	Management (gender unit, programme, monitoring and evaluation unit, regional bureau gender advisor)	December 2022 (the recommended timeframe will not be sufficient and the deadline has been adjusted)

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<p>3.3. Promote an approach to the design and implementation of national policies to combat anaemia and malnutrition that can transform gender relations through the assistance provided, based on thorough assessment. Seek complementarities with other United Nations entities in the sphere of gender equality and contribute to the achievement of gender equality in civil society, the private sector and academia.</p> <p>Priority: High</p> <p>Deadline: Incorporation into the design of the new country strategic plan</p>	Country office management	Agreed.	The country office will incorporate cross-cutting gender issues into the CSP for 2023–2026, covering all stages of the CSP process from the design to the implementation and evaluation of interventions.	Management (gender unit, programme)	November 2022
<p>Recommendation 4: Continue efforts to enhance the usefulness of output and outcome indicators as tools for accountability and the monitoring of country strategic plan implementation and continue the systematization and dissemination of the experience gained by the WFP country office in Peru.</p>	Country office				

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<p>4.1. Further the dialogue with the regional bureau and headquarters so that the output and outcome indicators used by the country office, particularly for advocacy, technical assistance and capacity strengthening, effectively reflect the progress made in relation to processes and results.</p> <p>Priority: High Deadline: Incorporation into the design of the new country strategic plan</p>	Country office monitoring and evaluation unit (regional bureau, headquarters Corporate Planning and Performance Division)	Agreed.	Country office staff will participate in discussions on the corporate results framework indicator compendium.	Management (monitoring and evaluation unit, programme)	November 2022
<p>4.2. Resume the process of systematizing the experience gained by the country office through the implementation of the country strategic plan with a view to generating institutional memory and contributing to the learning process.</p> <p>Priority: Medium Deadline: December 2022</p>	Country office management and monitoring and evaluation unit	Agreed.	The country office will organize a discussion with headquarters and the regional bureau on the piloting of the country capacity strengthening indicators included in the corporate results framework road map and on country-specific indicators and how they can better reflect the country office's performance.	Management (monitoring and evaluation unit, regional bureau country capacity strengthening advisor and research, assessment and monitoring advisor)	November 2022

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			The country office will update the case study on its profile and business model to include results on the comprehensive intervention on Sustainable Development Goal 2 (beyond food delivery) and the repositioning of WFP in Peru.		
Recommendation 5: Enhance internal synergies between the strategic outcomes.	Country office				
5.1. When designing the new country strategic plan, strengthen the confluence between the strategic outcomes by increasing their multi-purpose impact. The resulting collaborations would benefit from having workplans, products, monitoring indicators, communication and visibility strategies and managers dedicated specifically to them. Priority: High Deadline: Incorporation into the design of the new country strategic plan	Country office management	Agreed.	Cross-cutting mechanisms for coordinating the work under the various strategic outcomes have been incorporated into the new CSP, strengthening coordination through the addition of weekly programme meetings.	Management (programme team)	November 2022
			The country office will update the case study on its profile and business model to include results on the comprehensive intervention on Sustainable Development Goal 2 (beyond food delivery) and the repositioning of WFP in Peru.	Management (monitoring and evaluation unit)	November 2022