



WFP EVALUATION

Evaluation of Peru WFP Country Strategic Plan 2018-2022

19-20 October

EB Round Table



WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

Context

- Population of 36.6 million
- Upper-middle-income country
- Destination country for refugees and migrants and one of the most disaster-prone countries in the world
- Geographic and ethnic disparities are still significant and anaemia levels are high
- Covid-19 pandemic had significant repercussions on poverty



CSP 2018-2022

Shift: from the provision of food aid to strengthening national capacities in the areas of food security and nutrition, emergency preparedness and response



The Government, the private sector, academia and civil society in Peru are mobilized to jointly contribute to eradicating hunger and malnutrition by 2030

SO1



Vulnerable groups most at risk of prevalent forms of malnutrition in Peru have improved nutrition status by 2022

SO2



National and subnational institutions have strengthened capacities to manage food security, disaster preparedness and response and social protection policies and programmes by 2022

SO3



Refugees, displaced persons and vulnerable people in Peru are enabled to meet their basic food and nutrition requirements when crisis arise

SO4



The Government, humanitarian and development actors are reliably supported by efficient and effective supply chain and other services and expertise throughout crisis

SO5/6

Evaluation methodology



- **Theory based**
- **Mixed methods approach:** monitoring data, literature review, key informant 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?



CSP design relevant to country context and priorities and WFP positioned as a trusted Government partner



Strong alignment to national development policies and plans and to the United Nations Development Assistance Framework



Adaptability and responsiveness to evolving humanitarian and development priorities



Prioritized the needs of the most vulnerable

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes (1/2)?



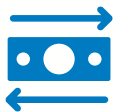
SO1 Fight against anemia and other forms of malnutrition high in the public policy agenda



SO2 Enabling institutional and regulatory framework to improve nutrition of vulnerable groups



SO3 Enhanced country's technical capacities for risk management and social protection, but room to improve resilience at community and individual level



SO4 Effective emergency response to COVID 19 and to Venezuelan crisis through cash transfer, complementing the Peruvian Government's response



SO5/6 WFP's logistic service and technical assistance instrumental to strengthening national and local supply chain capacity and to responding to needs of people affected by COVID-19

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes (2/2)?



Adherence to humanitarian principles, but limited contributions to protection, accountability to affected populations and environment



Gender equality and women's empowerment mainstreamed in CSP design and budgeted for, but not fully operationalized. Missed opportunities to adopt a gender-transformative approach



WFP engaged in emergency response while addressing capacity strengthening needs, but the absence of a comprehensive strategy to navigate the triple nexus led to some missed opportunities for greater external coordination and synergies



Good prospects for sustainability, but insufficient attention paid to ownership at community level

Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



Timely implementation of CSP activities



Appropriate targeting. Coverage was gender balanced but low in 2020, with major improvements in 2021



Cost efficiency improved over time, with transfers costs per beneficiary decreasing from USD 7.7 in 2020 to USD 5.2 in 2021



Positive return on investment in country office advocacy and technical assistance capacities

Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?



Timely and credible evidence generation and use, but room to improve knowledge management as an integral part of M&E processes



The CSP was sufficiently funded, but earmarking presents challenges for flexibility



Catalytic role of WFP, but room to further strengthen collaboration with the private sector, beyond funding, and to strengthen UN wide coherence across the triple nexus

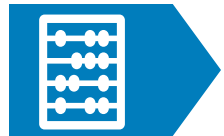


Responsiveness to a dynamic context, but greater programmatic integration required when approaching resilience and livelihood initiatives



Human resource capacity well matched the enabling role. Significant scale up in 2020 allowed effective emergency response but posed challenges for internal coherence

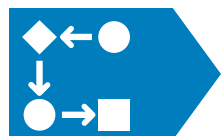
Conclusions



The CSP multi stakeholders and interdisciplinary approach was highly relevant to national priorities in the framework of the Agenda 2030.



Expected results were largely achieved with a sustainable perspective, and response to unforeseen humanitarian crisis was timely and effective, although results are mixed in cross cutting objectives and behavioural change communication campaigns.



WFP contributions cut across the triple nexus, but the CSP lacked an explicit strategy to ensure systematic complementarity with other key stakeholders in humanitarian, development and peace work

Conclusions



WFP flexibility and responsiveness to evolving priorities allowed to maintain effective partnerships with national institutions despite changes in government



Efficiency of operations improved over time and investment in the CO human capital proved to be cost efficient



Pending challenges include further strengthening knowledge management and technical expertise in cross cutting issues, and there is scope to rethink the COs structure and identity, re-balancing its enabling and delivering roles

Recommendations

1

Strengthen policy support initiatives and explore ways to maximize effectiveness across the triple nexus, including strengthening livelihoods and resilience related activities

2

Maintain and strengthen partnerships to continue leveraging resources and expertise to fight malnutrition in all its forms

3

Ensure alignment with WFP's revised policies on gender, protection and accountability

4

Enhance the validity of output and outcome indicators for results based management and further strengthen knowledge management to inform decision making

5

Enhance internal coherence and synergies between strategic outcomes