



World Food Programme

SAVING LIVES  
CHANGING LIVES

# Evaluation of Honduras WFP Country Strategic Plan 2018-2021

## CONTEXT

Despite economic growth, the poverty incidence in Honduras remains high. Poverty rates are higher in rural areas and rural women, young people and indigenous groups are among the poorest and most vulnerable. Although food insecurity has decreased over the past two decades, access to food remains impaired. The Covid-19 pandemic had significant repercussions on poverty.

Honduras is one of the world's most vulnerable countries to the effects of climate change and severely affected by extreme climate events. The country has experienced regular natural disasters such as droughts, floods, tropical storms, forest fires and widespread harvest losses caused by pests over the past two decades.

## SUBJECT AND FOCUS OF THE EVALUATION

The Honduras CSP 2018-2021 focuses on five strategic outcomes and proposes a strategic shift in WFP's support to Honduras, notably, through strengthening local and central government capacities to implement a national school meals programme, the largest component of the CSP, both in terms of beneficiaries and budget and mainly funded by the Government of Honduras.

The CSP aims to support the strengthening of national social protection systems with an emphasis on partnerships and capacity strengthening, and the improved food and nutrition security of vulnerable population groups.

The initial needs-based budget of USD 116.7 million in 2018 was subject to multiple revisions and reached USD 191.2 million in 2020 and 265.2 million in 2021 with annual funding levels reaching 70 percent in 2020.

## OBJECTIVES AND USERS OF THE EVALUATION

The evaluation was commissioned by the independent Office of Evaluation to provide evaluative evidence for accountability and learning to inform the design of the next WFP CSP Honduras. It covers WFP activities implemented from 2018 to April 2021.

It was conducted between July 2020 and October 2021 to assess WFP's strategic positioning and role and the extent to which WFP has made the strategic shift expected by the CSP; WFP's contributions to strategic outcomes; efficiency and factors that explain WFP performance.

The main users for this evaluation are the WFP Honduras Country Office, the Regional Bureau for Latin America and the Caribbean, WFP headquarters technical divisions, the Government of Honduras, and other WFP Honduras stakeholders.

## KEY EVALUATION FINDINGS

### WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths

The evaluation finds that the CSP is relevant and aligned with national policies, plans and programs.

It is aligned and consistent with the United Nations Development Assistance Framework. However, formal agreements and joint programming are not in place and collaboration has been opportunistic rather than based on a longer-term strategy.

The CSP was designed to address the needs of the most vulnerable but did not respond to the needs of the sizeable group of vulnerable young people, in particular young women, who neither work nor study.

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The ability to align to changing contexts has been particularly important in view of the challenges that affected Honduras over the implementation period: drought in 2019; and tropical storms Iota and Eta and the health emergency due to Covid-19 in 2020.

### **Extent and quality of WFP's specific contribution to CSP strategic outcomes in Honduras**

Under Strategic Outcome 1, WFP successfully managed a massive scale-up in direct implementation of school meals but assistance was provided over a limited period due to insufficient government funding - thus compromising results.

Under Strategic Outcome 2, improvements in dietary diversity were achieved but nutrition activities experienced a sharp drop in the context of the pandemic.

Under Strategic Outcome 3 WFP contributed to individual capacity strengthening of small farmers but with limited evidence for improved resilience at community level.

Under Strategic Outcome 4, WFP successfully complemented the government emergency response to natural disasters and Covid-19.

The most significant contributions of WFP in Honduras under Strategic Outcome 5 have been focused on evidence generation and reinforcement of committees, local organizations, and the Permanent Contingency Commission. Information provided to the government proved fundamental to inform the response to the natural disasters that hit the country.

While the CSP has a clear emphasis on gender equality and women empowerment, WFP lacks a strategic approach and the resources dedicated to gender transformation are insufficient. Protection is considered throughout implementation to minimize risks.

The integration of capacity strengthening efforts across activities, alignment with national policies, and strong community level engagement had positive effects on sustainability of processes and the results achieved.

Activities under the CSP address issues around the humanitarian, development and peace nexus but links are not made explicit and evidence to showcase results is not available.

### **WFP's efficient use of resources in contributing to CSP outputs and strategic outcomes**

Overall, assistance has been provided within planned timeframes and WFP demonstrated strong capacity for emergency response based on efficient procurement and logistics processes that have been optimized over time to address delays.

WFP chose implementation modalities to ensure efficiency, however, internal capacity bottlenecks had negative effects on efficiency of implementation.

Community participation and prioritization of cash-based transfers support social cohesion, humanitarian principles and dignity of beneficiaries and as such had positive impacts on the effectiveness of interventions.

### **Factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP**

The CSP design and implementation were informed by available data and evaluation evidence but WFP was not able to systematically demonstrate results and generate lessons.

The short-term nature of funds hampered implementation of longer-term development focussed interventions.

A strong focus on partnerships positively influenced performance.

An increase in staff expertise was perceived positively but high staff workload led to limited attention paid to monitoring and internal coordination.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Overall Assessment**

Overall, the evaluation found WFP well aligned with national and policies and UN plans. WFP showed a high degree of flexibility in aligning to country needs, demonstrated by the scale up in implementation of the national school feeding programme and agile response to emergency needs, including the Covid-19 pandemic.

In response to the Covid-19 pandemic WFP expanded coverage to urban areas with a focus on vulnerable groups facing barriers to social protection programmes.

While WFP activities led to positive results and were highly appreciated by recipients, levels of assistance and number of people assisted often fell short of plans, except for the emergency response, due to variable and insufficient funding levels. This limited WFP capacity to implement development activities and support durable solutions with negative impacts on sustained CSP outcome achievement.

An integration across activities as foreseen by the CSP was only partially achieved and this led to missed opportunities to improve synergies, flexibility and impact across the humanitarian-development-peace nexus.

Weaknesses in monitoring systems hamper the ability of WFP to analyse implementation, make performance informed programme adjustments, and take strategic decisions. It also limits the scope for internal knowledge generation and dissemination and demonstration of results achieved.

### **Recommendations**

**Recommendation 1:** WFP should expand its role in public policy advocacy by developing an advocacy strategy.

**Recommendation 2:** Strengthen the integration of activities in the next CSP through an underlying logic/theory of change for formulating humanitarian, development and peace building activities (triple nexus) with focus on a gender transformative approach.

**Recommendation 3:** Prioritize and strengthen monitoring and evaluation of the CSP as a tool for follow-up, strategic management, accountability and advocacy.

**Recommendation 4:** Design and implement a resource mobilization strategy with a focus on the triple nexus and an emphasis on gender transformation.