



Evaluation of Peru WFP Country Strategic Plan 2018-2022

CONTEXT

Peru is an upper middle-income country; it is one of the most disaster-prone countries in the world and one of the largest destination countries for Venezuelan migrants.

Despite overall success in reducing chronic malnutrition, there is still significant inequality across territorial and ethnic divides, anaemia levels are high and poverty and food insecurity have increased as a result of the COVID-19 pandemic.

SUBJECT AND FOCUS OF THE EVALUATION

The 2018-2022 CSP design focused on root causes, resilience building and crisis response, envisaging a shift from the provision of food aid to the strengthening of national capacities in the areas of food security, nutrition and emergency preparedness and response. The intervention logic combined combining technical assistance, policy advocacy, cash-based transfers and service delivery in a integrated approach.

The initial budget of USD 12.03 million was subject to seven revisions to reflect additional contributions and WFP's response to the humanitarian emergency. In 2021 it amounted to USD 104.8 million, of which 53 percent was funded.

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 CSP in Peru. It covers WFP activities implemented between 2017 and July 2021 to assess continuity from the previous programme cycle, the extent to which the CSP introduced strategic shifts and implications for such shifts for

performance and results.

The evaluation was conducted between January and December 2021 and its main users include are WFP Peru Country Office, the Regional Bureau for Latin America and the Caribbean, WFP headquarters technical divisions, the Government of Peru and other WFP Peru stakeholders, including beneficiaries.

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 found that the CSP was aligned with national plans and programs, contributing to Government's efforts in achieving the 2030 Sustainable Development Agenda.

WFP is positioned as a strategic partner of the Government and private sector providing technical expertise in the areas of food security, nutrition, and disaster risk management. Its comparative advantage in emergency response was largely recognized.

The CSP was coherent with United Nations Development Framework 2017-2021 and prioritized the needs of the most vulnerable.

Extent and quality of WFP's specific contribution to CSP strategic outcomes in Peru

WFP supported the Government, civil society, private sector and academia to establish a national alliance against anaemia and other forms of malnutrition, which contributed getting these themes onto the public agenda.

WFP support resulted in enhanced capacities of the national and local government in risk management and it was instrumental for the gradual expansion of social protection systems.

WFP complemented the emergency response of the Government of Peru, although this was not an explicit component of the CSP design.

As enabler of humanitarian assistance, WFP contributed to distributing food and non-food items to the most vulnerable population and strengthened national and local institutions on supply chain; however there is no evidence of the effects of WFP's intervention on the assisted population.

WFP implemented its activities in compliance with the humanitarian principles of humanity, impartiality, independence, and neutrality.

WFP in Peru was able to navigate the triple nexus by responding to emergency, while addressing long term capacity strengthening needs.

WFP generated conditions for sustainability by contributing to an enabling policy, institutional and regulatory framework for tackling anaemia and other forms of malnutrition and making progress towards zero hunger.

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

WFP demonstrated a strong emergency response capacity, implementing procurement and targeting processes that were optimized over time.

Overall, targeting and coverage were appropriate, although coverage was low in 2020 but increasing in 2021.

Investment in strengthening staff capacity in policy advocacy and specialized technical assistance enabled effective engagement with national government institutions and the private sector and resulted in large-scale benefits such as the mobilization of important domestic resources in key priority areas.

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

WFP generated timely and high-quality evidence for both internal and public policy decision making.

The Country Office managed to increase resource mobilization over time but high levels of earmarking resulted in limited flexibility.

The focus of the CSP on partnerships fostered collaboration with a wide network of multisectoral and multifunctional allies, but lacked a strategic participation of the private sector beyond its role as a donor.

The CSP demonstrated flexibility and timely adjusted to the changing context, but there are opportunities for a more coherent approach to cross-cutting themes, in particular resilience and livelihood initiatives.

In 2020 the Country Office was further reconfigured, doubling its size and this rapid increase generated a certain lack of coordination, however, as well as challenges for institutional memory and knowledge management

CONCLUSIONS AND RECOMMENDATIONS

Overall Assessment

The CSP multi-stakeholder and interdisciplinary approach combining nutrition, food security, and disaster risk reduction and response proved to be highly relevant to the national priorities in the framework the Agenda 2030.

The Country Office implemented an innovative and creative strategy to facilitate public private partnerships and designed a model to leverage its role as evidence-based policy advocate.

The CSP contributed to improving public policies design and management in the areas of nutrition, social protection and risk management with a sustainable perspective.

WFP contributed to the triple nexus, but there is scope for framing it in a comprehensive and strategic approach based on complementarity and coherence with other stakeholders.

WFP demonstrated agility and responsiveness in the implementation of the CSP whose strategic focus flexibly adapted to emerging needs and priorities, allowing to optimize windows of opportunity.

While the technical and political capacity of the Country Office staff clearly stands out as a critical factor for success, there is room for further strengthening technical expertise.

RECOMMENDATIONS

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 SDG 2 and undertake initial activities under the new CSP to maximize support for the triple nexus between humanitarian action, development assistance and peacebuilding and to strengthen livelihoods and resilience.

Recommendation 2. Maintain and strengthen the wide range of partnerships established under the current CSP to continue the fight against malnutrition in all its forms in line with the priorities established for the next CSP.

Recommendation 3. Ensure alignment with WFP's revised policies on gender, protection and accountability.

Recommendation 4. Continue efforts to enhance the usefulness of output and outcome indicators as tools for accountability and the monitoring of CSP implementation and continue the systematization and dissemination of the experience gained by the WFP Country Office in Peru.

Recommendation 5. Enhance internal synergies between the strategic outcomes.