

THEMATIC EVALUATION OF WFP PHILIPPINES' COUNTRY CAPACITY STRENGTHENING ACTIVITIES BETWEEN JULY 2018 AND JULY 2021

Decentralized Evaluation Terms of Reference

WFP Philippines



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Table of Contents

1. Introduction	1
2. Reasons for the Evaluation	2
2.1. Rationale.....	2
2.2. Objectives	2
2.3. Stakeholders and Users	3
3. Context and Subject of the Evaluation	5
3.1. Context.....	5
3.2. Subject of the evaluation	7
4. Evaluation Approach	9
4.1. Scope.....	9
4.2. Evaluation Criteria and Questions	9
4.3. Data Availability	11
4.4. Methodology	11
4.5. Quality Assurance and Quality Assessment.....	13
5. Phases and Deliverables	14
6. Organization of the Evaluation & Ethics	14
6.1. Evaluation Conduct	14
6.2. Team composition and competencies	15
6.3. Security Considerations.....	16
7. Roles and Responsibilities of Stakeholders	16
8. Communication and budget	17
8.1. Communication	17
8.2. Budget.....	17
Annex 1 Map.....	18
Annex 2 Evaluation Schedule	19
Annex 3 Membership of the EC and ERG.....	22

Annex 4	Accronyms	24
Annex 5	Line of Sight	25
Annex 6	Theory of Changes of CSP activities	26
Annex 7	WFP's CCS Framework	29
Annex 8	List of main sources of information	30
Annex 9	List of monitored indicators	31
Annex 10	Roles and Responsibilities of Stakeholders	32
Annex 11	Continuation of section 3.1 Context.....	33
Annex 12	List of WFP partners in the Philippines	34
Annex 13	Detailed evaluation questions table	37

1. Introduction

1. These Terms of Reference (TOR) are for the “Thematic Evaluation of WFP Philippines’ Country Capacity Strengthening Activities between July 2018 and October 2020”. This evaluation is commissioned by WFP Philippines, and will cover a theme across multiple activities of the ongoing Country Strategic Plan (CSP) 2018-2023 during the period July 2018 to July 2021. This Decentralized Evaluation (DE) is considered a mid-term evaluation and is scheduled to take place in 2021 according to the Monitoring, Review and Evaluation (MRE) Plan of the Country Office (CO).
2. These TOR were prepared by WFP Philippines in collaboration with the Regional Bureau Bangkok (RBB) based upon an initial document review and consultation with the CO’s management, programme, supply chain and ICT teams¹. The purpose of the TOR is two-fold: Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
3. The Philippines CSP started on 01 July 2018 for implementation within a five-year period until 30 June 2023. In its strategic plan, WFP identified four strategic outcomes and five main activities to promote food security, reduce malnutrition and build the resilience of vulnerable populations. Since WFP is working in a country where the government takes the lead in major emergency undertakings and development initiatives, WFP designed its activities to be carried out in partnership with its main government counterparts at the national and regional levels, to facilitate the transfer of knowledge on zero hunger solutions while augmenting the Government’s emergency response as needed.
4. Country Capacity Strengthening (CCS) is the main programme implementation approach of the CSP 2018-2023 and is implemented across all CSP strategic outcomes. A core strategy of the CSP is for WFP to phase out of direct implementation of food assistance and instead strategically position itself as a key partner to the Government of the Philippines to strengthen their capacity and technical expertise in delivering food assistance to the most food insecure populations in the country. The CO is therefore keen to learn from an in-depth evaluation how relevant, effective and sustainable this approach is, and how it can improve implementation to better serve its government partners in the Philippines.
5. WFP defines the term CCS as the process through which individuals, organisations and societies obtain, strengthen and maintain their capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, systems and institutions to enable governments to take responsibility for investing in and managing hunger solutions. WFP Philippines provides CCS support to national and subnational government departments and institutions, with a view to maximizing country ownership and ensuring target stakeholders can effectively, efficiently, and self-sufficiently manage and deliver products and services to their target groups.

¹ In November 2019, during a mission to WFP Philippines organized by the RBB Evaluation Team, Theory of Changes for all activities were developed, and the subject, scope and questions for this DE determined in a participatory manner with management, Activity Managers and other relevant CO staff.

2. Reasons for the Evaluation

2.1. Rationale

6. The evaluation is being commissioned to enable the CO to systematically assess the relevance, effectiveness and sustainability of its completed and ongoing CCS activities since July 2018, and to support the CO's strategic planning, learning and accountability.
7. Almost midway through the five-year CSP period, the evaluation is needed at this time to allow the CO to assess how relevant, effective and sustainable its CCS activities have been, and to determine whether its approach needs to be adapted and/or resources invested differently for the remainder of the CSP (operational focus of the evaluation). During these changing times, where availability of funds is limited and requirements for engaging with the government is becoming highly specialized, WFP Philippines is in need of evaluating its main approach of engagement in the country and refine its strategy for the near future (strategic focus). Thus this evaluation will have both an operational and strategic focus.
8. The CO decided to pursue the objectives of this assessment through a DE rather than a Mid-Term Review (MTR), as a more in-depths analysis of its engagement with the Government will be required.
9. The findings of this evaluation will be used to demonstrate the relevance, effectiveness and sustainability of the implemented CCS activities to donors and the public, and hopefully generate additional funding to continue and improve what WFP Philippines believes to be an important and highly relevant approach. Additional uses of the findings are outlined by stakeholder in section 2.3.

2.2. Objectives

10. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the CCS activities of the CO, which have been implemented in partnership with the various levels and agencies of the Government. The objective of the evaluation is to review the strategic approach of WFP Philippines – including considerations for GEWE and AAP - and determine how relevant, effective and sustainable it is.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not, to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to primarily inform strategic decision-making. Findings will be actively disseminated, and recommendations used to adjust WFP's strategic approach in the Philippines – including considerations for GEWE and AAP-, to make it more relevant, effective and sustainable.
11. While both objectives apply to this evaluation, more weight is given to the learning aspect as WFP is just about two years into the current CSP and has commissioned this evaluation to refine programme implementation for the remainder of the five-year CSP. The evaluation findings and recommendations must highlight practices and lessons to strengthen WFP's strategic CCS approach in the country.

2.3. Stakeholders and Users

12. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process.

Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

Table 1: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Philippines Country Office (CO)	Responsible for the planning and implementation of WFP interventions at country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making, refine CSP programme design and make adjustments to its implementation. The CO will use the findings and recommendations of this evaluation to i) refine its overall CSP strategy, programme design and implementation methods for the remaining implementation period until mid 2023, ii) better engage the Government, iii) better position itself as a strategic partner to the Government for emergency preparedness, resilience building and for broader engagement with social protection and its delivery systems. The improved strategy, implementation and engagement is expected to ultimately lead to enhanced government capacity to improve food security and nutrition across the country.
Regional Bureau Bangkok (RBB)	Responsible for both oversight of COs and technical guidance and support, the RBB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other COs. RBB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight, and share learnings from this evaluation with other COs in the region.
WFP HQ	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. There are several relevant HQ units for this evaluation dealing with country capacity strengthening (OSZI), shock-responsive social protection, nutrition, etc. These and RBB technical units will be consulted to ensure that key policy and programmatic considerations are taken into consideration.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy. OEV may also use the evaluation to establish technical guidance on evaluating CCS activities at WFP.

WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Government of the Philippines	The Government of the Philippines is the direct beneficiary of WFP's CSP activities, as WFP is primarily strengthening the capacity of the various Government institutions to fight food insecurity and malnutrition in the country. The Government has a direct interest in knowing whether WFP's CCS activities are relevant, effective, sustainable and meet the expected results. It is critical for the Government to systematically assess WFP's ability to support them in ensuring zero hunger in the Philippines, and whether WFP's approach could be refined or improved.
Beneficiaries	The beneficiaries of the Government's food security and nutrition programmes are the indirect beneficiaries of the intervention. As the ultimate recipients of food assistance, they have a direct interest in learning about the relevance, effectiveness and sustainability of WFP's support to the Government. However, given the limited scope of this evaluation, the analysis will primarily focus on the direct beneficiaries of WFP's CCS activities, the relevant Government institutions.
UN Country Team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level, such as FAO and UNICEF, and have a direct interest in this evaluation.
NGOs and research institutes	NGOs and research institutes are WFP's partners for the implementation of most CCS activities in the Philippines. They will learn from the findings and recommendations of the evaluation and apply them to their future implementation modalities, strategic orientations and partnerships. Please find a list of WFP Philippines' implementing partners in Annex 12.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. The following are WFP's donors in the Philippines during the evaluation period: Australia, Germany, Italy, New Zealand, Philippines, Private Donors, UN CERF, USA, World Bank.
Private sector	WFP Philippines works with a number of private sector partners under Activity 2, through the SUN Business Network and the Philippine Coalition of Advocates for Nutrition (PhilCAN). The findings and recommendations for Activity 2 might affect future strategic orientations and partnerships of these networks/coalitions.

3. Context and Subject of the Evaluation

3.1. Context

13. The Philippines as a lower middle-income country has been registering economic growth of more than 6 percent since 2010. The country has made considerable progress in reducing poverty, hunger and malnutrition since the 1990s. However, the country remains challenged to achieve its Sustainable Development Goals (SDGs) of eradicating poverty, ending hunger and addressing all forms of malnutrition by 2030. The latest information from the Philippine Statistics Authority (2018) showed poverty incidence at 16.6 percent. This translates to about 17.6 million poor Filipinos. On the other hand, the proportion of food insecure households stood at about 54 percent based on the most recent National Nutrition Survey (NNS) conducted in 2018. The NNS also reported that 30.3 percent of children under five years of age were stunted, 19.1 percent underweight, 5.6 percent wasted, and 4 percent overweight for height.
14. The Government recognizes the complexity of addressing SDG 2, and places SDG 1 and SDG 2 as the overarching goals of its Philippine Development Plan (PDP) agenda. The PDP 2017–2022 is the first of four medium-term plans for operationalizing AmBisyon 2040² and provides detail on the country's development path. It is also supported by companion plans, that among others, include the Philippine Plan of Action for Nutrition (PPAN) 2017-2023, recognized as the country's framework for action in addressing malnutrition. Finally, the PDP is based on the Philippines' Magna Carta of Women. Despite prioritizing SDG 2 and having a number of policies in relation to food security and nutrition in place, the existing frameworks do not necessarily translate into effective programme design, funding and implementation.
15. The Philippines ranked 106th out of 189 countries in the 2019 Gender Inequality Index. Gender inequality persists in economic opportunities, political empowerment and the domestic sphere. Combined with a lack of productive employment opportunities for women, the fact that unpaid domestic and care work is predominantly done by women continues to constrain women's participation in paid work. Furthermore, women have not benefited as much as men from economic growth and poverty reduction, as they continue to have limited access to credit, control of productive means of income and participation in decision-making.
16. Among the challenges weighing down on the socio-economic achievement of the Philippines are the natural hazards it experiences annually. The Philippines is ranked 9th among the top ten countries in the world with the highest risk based on the report of the 2019 World Risk Index. Being located west of the Pacific Ring of Fire and sitting on the typhoon belt, the country is highly-prone to both geological and hydro-meteorological hazards. Twenty-four of the volcanoes in the Philippines are active and considered to be some of the deadliest in the world causing fatalities and significant damages to properties. On average, 20 tropical cyclones and typhoons enter the Philippine Area of Responsibility every year, with about half of them making landfall.

² AmBisyon Natin 2040 (AmBisyon 2040) is the Government's vision for ending poverty in the country by 2040, focusing on strategic trade and agriculture policy and aiming to enhance market competition while reducing regulatory complexity.

17. Due to climate change, the frequency and severity of the hazards that normally affect the country are forecasted to increase. Based on the climate projections in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change, which uses emission scenarios or Representative Concentration Pathways, the Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA) estimates the country's average temperature to be warmer at 0.9-1.9° C2 to 1.2-2.3 ° C3 by mid-21st century (2036-2065). The projected changes in seasonal rainfall in most parts of the country are expected to be within the range of its natural variability. These changes are strongly influenced by the El Niño Southern Oscillation, except for a highly likely drier future over the central sections of Mindanao. Projections further reveal, although with low confidence, that wetter conditions associated with extreme rainfall events could be experienced over most parts of Luzon and western sections of the Visayas. Sea level rise, faster than the global average, has been observed in some coastal areas in the country, and this condition is projected to continue.
18. The COVID-19 pandemic reached the Philippines on 30 January 2020, when the Department of Health reported the first case in the country.³ As of 28 May 2020, 15,049 cases and 904 deaths were confirmed.⁴ The Philippine Government mounted a multi-sectoral response to the COVID-19, through the Interagency Task Force (IATF) on Emerging Infectious Diseases chaired by the Department of Health (DOH). Through the National Action Plan (NAP) on COVID-19, the government aims to contain the spread of COVID-19 and mitigate its socioeconomic impacts.⁵
19. WFP's presence in the Philippines was re-established in 2006, mainly to support the peace process in Mindanao by providing food assistance to those affected by the protracted armed conflict in the region. The re-establishment eventually evolved into a much broader engagement, assisting the Government in fighting poverty, hunger, and malnutrition. Recognizing the huge impact that disasters have on food security and nutrition, WFP saw an opportunity to support the Government's capacity, especially in the areas of disaster risk reduction and management. Over the five-year CSP period, WFP aims to phase out of direct implementation in order to focus on advocacy and country capacity strengthening (service delivery and technical assistance).
20. The lessons learned from responding to various emergencies since 2006, implementing a disaster preparedness and response project from 2011 to 2018, and carrying out forecast-based financing since 2015 afforded WFP comparative advantages in the areas of Early Warning Systems, Disaster Protocols, Geographical Information Systems, Food Security Analysis, Nutrition in Emergencies, Contingency Planning, Integrated Planning and Fiscal Management, Emergency Telecoms, Supply Chain, and Monitoring, Evaluation, Accountability, and Learning (MEAL). In these areas, WFP managed to establish good partnerships with various national government agencies in at least 10 out of the 81 provinces in the country.
21. The creation of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) in the first quarter of 2019 opened new opportunities for WFP to share its expertise with a

³ <https://www.who.int/philippines/emergencies/covid-19-in-the-philippines>

⁴ <https://covid19.who.int/>

⁵ <https://www.who.int/philippines/news/feature-stories/detail/100-days-of-covid-19-in-the-philippines-how-who-supported-the-philippine-response>

region that until last year has been beset by conflict and is currently considered the poorest in the country. A recent review of its governance structures and capacity facilitated by WFP (still ongoing) showed that most of its pathways of capacity strengthening are presently latent or emergent. Also, while the region is endowed with abundant natural resources, development has been slow and neglected through these years. Consequently, human development in BARMM has been comparatively low compared to other regions in the country.

22. For further contextual information, please see Annex 11.

3.2. Subject of the evaluation

23. The subject of this evaluation are the CCS activities implemented under the Philippines CSP across five activities, which started in 2018 and will end in 2023. Please find a map of WFP's presence in the Philippines in Annex 1. WFP works with the Government at national, regional and local levels to facilitate the transfer of knowledge on zero hunger solutions while augmenting the Government's capacity for emergency response as needed.

24. Since WFP works with national government agencies, it practically works in the entire country (the full list of ministries and agencies can be found in Annex 12). At the provincial level, WFP works in 15 provinces.

25. WFP focuses its efforts on four interrelated outcomes: i) emergency and crisis response, ii) reducing malnutrition, iii) food security and nutrition in the BARMM and iv) increased adaptative capacities for managing disaster risk and climate change.

26. Under strategic outcome 1, WFP provides unconditional nutrition-sensitive food assistance, through the Government's safety nets or partners and appropriate logistical support to crisis-affected communities only in the event of natural hazards or human-induced shocks and disruptions.

27. Under outcome 2, WFP in partnership with the Government strives to contribute to the reduction of malnutrition rates in the Philippines through technical support to the national and regional governments in the formulation and development of policies to integrate food security and nutrition in its plans, research and building government capacity in carrying out nutrition interventions in poverty-stricken and hard-to-reach areas. 250 government/national partner staff were planned to be supported with technical assistance and training under this outcome.

28. Under outcome 3, WFP provides support to the Government of the BARMM and local governments in addressing the food security and nutrition needs of all segments of the population, in an equitable manner, to further consolidate and enhance peace and development. This is done through advocating for adequate food security and nutrition policies to be adopted in the BARMM development plans, and through piloting asset creation as well as fortified and home-grown school meals sourced from smallholder farmers initiatives. The aim is to demonstrate the relevance and effectiveness of such projects to BARMM for them to eventually take over and scale up. 200 government/national partner staff were planned to be supported with technical assistance and training under this outcome.

29. Under outcome 4, two main activities are being implemented. Under the first activity, WFP supports the Government in reaching its PDP 2017–2022 goals of providing universal and transformative social protection for all Filipinos and increasing the adaptive capacities and resilience of ecosystems. WFP assists in the implementation of the Climate Change Adaptation and Mitigation and Disaster Risk Reduction Roadmap for 2018-2022, with particular focus on food security and nutrition. Under the second activity, WFP assists the OCD⁶-led supply chain management component of national emergency coordination mechanisms to progressively reduce WFP's level of direct service delivery. WFP supports the development of a disaster preparedness and response supply chain roadmap. In addition, WFP works to ensure that the disaster supply chain management curriculum is progressively incorporated into DRRM⁷ policies and that human capacities are strengthened. 200 government/national partner staff were planned to be supported with technical assistance and training under this outcome.
30. Please find an overview of planned outcomes and outputs in the Line of Sight, which can be found in Annex 5. The Logframe for the CSP can be found in the Annex of the [Philippines Country Strategic Plan 2018-2023](#) document. In Annex 6 you can find a Theory of Change for each CSP activity.
31. The direct recipients of WFP's assistance in the Philippines are the relevant ministries and government partners. A full list can be found in Annex 12. The indirect recipients of WFP's assistance are food insecure populations affected by man-made disasters and crises across the country, who receive assistance from the Government.
32. WFP largely implements the CCS activities directly with the Government, however there are research institutes that WFP works with as implementing partners. Please find the full list of partners in Annex 12.
33. The budget of the CSP was initially approved at USD33,015,920 in 2018, but has since gone through four budget revisions. The revisions have steadily increased the overall budget to USD50,642,692 and the number of targeted beneficiaries from 128,370 to 370,030. The increases were required to accommodate new beneficiary caseloads in the Bangsamoro Autonomous Region as a result of conflict between the Armed Forces of the Philippines and different militant groups, and to allow for new partnerships with additional ministries. As of 26 May 2020, WFP Philippines had received USD 21,221,803 in contributions from 12 funding sources (government donors, private donors, flexible funding, miscellaneous income) and its Needs Based Plan was 42 per cent funded.
34. The design of the CSP was not informed by a gender analysis and the CCS activities do not have specific gender objectives. However, all strategic outcomes were planned to address gender inequalities, protection and accountability to affected populations. The CO had planned to contribute to the design of a more gender-transformative government social protection programme and mainstream considerations for risks of gender-based violence and the needs of persons with disabilities in all food and cash-based. This included the monitoring of food security and nutrition concerns in

⁶ Office of Civil Defense

⁷ Disaster Risk Reduction and Management

community gender and development plans. In addition, the CO had planned to operationalize the gender equality, disability and youth focus of the Sendai Framework for Disaster Risk Reduction 2015–2030. The CO also planned to apply WFP’s global commitment to allocate 15 percent of total project costs to gender equality activities as of 2020. For further GEWE related commitments, please refer to the [Country Strategic Plan 2018-2023](#) document.

4. Evaluation Approach

4.1. Scope

35. The evaluation will cover all CCS activities implemented since July 2018 to July 2021 in across the entire country, as outlined in the previous section. These activities are carried out in partnership with the national, regional and local levels of the Philippine government. Since CCS programmes and projects cut across WFP’s four strategic outcomes and deal with various entities in the Government at different levels, the scope of the evaluation will cover a wide spectrum of engagements and modalities.
36. Furthermore, the evaluation scope should include WFP’s support to the Government’s response to the COVID-19 pandemic.
37. In addition to this target group, the ultimate recipients of WFP’s assistance to the Government, the food insecure populations in the country, should be considered as outlined in section 2.3. Stakeholders and Users and section 3.2 Subject of Evaluation.

4.2. Evaluation Criteria and Questions

38. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness and Sustainability. The chosen evaluation criteria are considered the most relevant in regards to the implemented CCS activities in the Philippines, and given the large scope of this evaluation, it was considered important to focus only on a few criteria.
39. The relevance, effectiveness and sustainability of WFP’s CCS activities in the Philippines should be analysed using WFP’s corporate CCS Framework (find more information on WFP’s CCS Framework in Annex 7). This will require analysing the relevance/effectiveness/ sustainability across five pathways and three domains. The five pathways are:
 - a. Policies and legislation;
 - b. Institutional effectiveness and accountability;
 - c. Strategic planning and financing;
 - d. Stakeholder programme design, delivery and M&E; and
 - e. Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, as well as civil society and private sector.

The three domains are:

- f. Enabling environment (supportive laws, policies, strategies and procedures);
 - g. Organizational domain (well-functioning organizations); and
 - h. Individual domain (educated, skilled people).
40. The evaluation should analyse the levels of self-sufficiency Government partners in the Philippines have achieved through WFP's CCS activities across the five pathways.
41. **Evaluation Questions:** Key questions for each CSP activity were identified by the relevant programme teams during a participatory process in November 2019 and updated in 2021. They were included in the table in Annex 12 as sub-questions to make sure they are taken into consideration. Based on those, the overall key evaluation questions have been identified; they will be further discussed and developed by the evaluation team during the inception phase, including the missing sub-questions.
42. **GEWE and AAP:** Questions in regards to gender equality and empowerment of women (GEWE) and Accountability to Affected Populations (AAP) have been included for each evaluation criteria. The evaluation should analyse how GEWE and AAP mainstreaming principles were included in the intervention design, and whether GEWE related objective, as presented through the minimum standards, were pursued and with which results.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	How relevant is WFP's approach to primarily strengthen the capacity of the Government instead of implementing food security programmes itself?
	How the CSP implementation fulfilled the commitments made in the CSP?
	How relevant has this approach been specifically during the COVID-19 pandemic?
	How relevant is the approach to pursue gender equality?
Effectiveness	<p>To what extent has WFP enhanced the government's capacity to achieve zero hunger and effectively respond to emergencies in the following areas:</p> <ul style="list-style-type: none"> • Policies and legislation; • Institutional effectiveness and accountability; • Strategic planning and financing; • Stakeholder programme design, delivery and M&E; and • Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society and private sector; <p>considering the following domains:</p> <ul style="list-style-type: none"> • Enabling Environment • Organizational domain • Individual domain

	How well is WFP positioning itself with the Philippines Government as a capacity strengthening partner?
	How effective has WFP's approach been specifically during the COVID-19 pandemic?
	How effective has WFP been in promoting gender equality and women's empowerment in the CCS work?
	What unintended effects has WFP's approach had on GEWE at the policy and implementation level?
Sustainability	What levels of self-sufficiency have Government partners in the Philippines achieved through WFP's CCS activities across the five pathways and three domains?
	How sustainable is WFP's approach in regards to addressing GEWE and AAP?

4.3. Data Availability

43. Please find a list of the main sources of information in Annex 8. Most of the available data are from WFP's corporate reports (Annual Country Reports, Country Briefs), databases (COMET, LESS, WINGS) and in MS Excel files that the CO is populating (CO-level monitoring data). Data disaggregation by sex and age is ensured in all reports.
44. Concerning the quality of data and information, the evaluation team should:
- assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3, and indicate implications for the evaluability of the subject and identify measures to overcome or mitigate this. This assessment will inform the data collection;
 - systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
45. Data sources identified in this ToR are not exhaustive and additional sources will need to be identified by the evaluation team.

4.4. Methodology

46. The methodology will be designed by the evaluation team in consultation with WFP during the inception phase. WFP has a corporate CCS framework, while the CO has existing Theories of Changes for each CSP activity⁸, a CSP logframe and logic model (Line of Sight). The evaluation team will be expected to assess those during inception to inform the methodology and to develop an overarching Theory of Change for CCS-related interventions only, which is aligned with WFP's corporate CCS framework and CCS Theory of Change. This overarching Theory of Change should then serve as the

⁸ The existing activity-level Theory of Changes in Annex 6 have little symbols on the upper righthand-side corner of the boxes, which indicate the relevant pathway from WFP's corporate CCS framework the activity or result falls under.

analytical framework for the evaluation. Please find more information on WFP's CCS Framework and Theory of Change in Annex 7.

47. The main internal and external informants for this evaluation have been described in the stakeholder analysis further above. They mainly include relevant staff from WFP Philippines, implementing partners and Government institutions who are the recipients of the evaluated CCS activities.
48. Furthermore, the evaluation team will be expected to:
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
 - Use triangulation to ensure the credibility and validity of results.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
 - Ensure that sampling and data collection tools and methods are gender-sensitive and that the voices of women, girls, men and boys from different stakeholder groups are sufficiently heard and used.
 - Analyze the extent to which WFP's support for CCS is enabling Government actors to comply with the International Humanitarian Principles of Humanity, Neutrality, Impartiality and Independence.
49. There are no GEWE or AAP related objectives in the CSP, however some related plans are outlined throughout the CSP document, which will need to be taken into consideration by the evaluation team. A few have been mentioned in paragraph 38. Three GEWE related and five AAP related indicators have been monitored throughout the CSP period (please see Annex 9). The team will need to determine the most appropriate methodology to answer the GEWE and AAP related evaluation questions.
50. The methodology should be GEWE-sensitive, indicating what data collection methods are employed to seek information on GEWE issues and to ensure the inclusion of a broad range of diverse people, including those that might be socially marginalized. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of women and men of different ages, social status and background are heard and taken into account.
51. The evaluation findings and recommendations must highlight practices and lessons to strengthen the strategic aspects of WFP's support for CCS activities and to better integrate gender in CCS.
52. The following potential risks to the methodology have been identified. These are not exhaustive and need to be refined during inception.
 - a. Limited availability and interest of government partners to participate in consultation activities during a time when the COVID-19 pandemic requires them to focus on emergency response;

- b. Constraints in conducting of face-to-face and group discussions, unforeseen security restrictions put in place by the Government in view of the current pandemic, armed conflict or man-made disasters;
- c. High turn-over of WFP staff and government officials who were involved in the CCS activities during the evaluation period;

53. These risks can be mitigated through:

- d. A flexible evaluation timeline;
- e. Alternative data collection methods such as phone interviews while ensuring during the sampling process equitable representation of women and men respondents?;
- f. Including key informants who have left their positions and interview them via phone or online;
- g. A detailed data analysis plan laid out by the evaluation team during the inception phase;
- h. The consideration of alternative evaluation plans as part of the inception report, in case plan A is compromised due to the ongoing global pandemic;
- i. Regular meetings/calls between the evaluation team and the Evaluation Manager throughout the evaluation to mitigate any risks or challenges arising while conducting the evaluation.

4.5. Quality Assurance and Quality Assessment

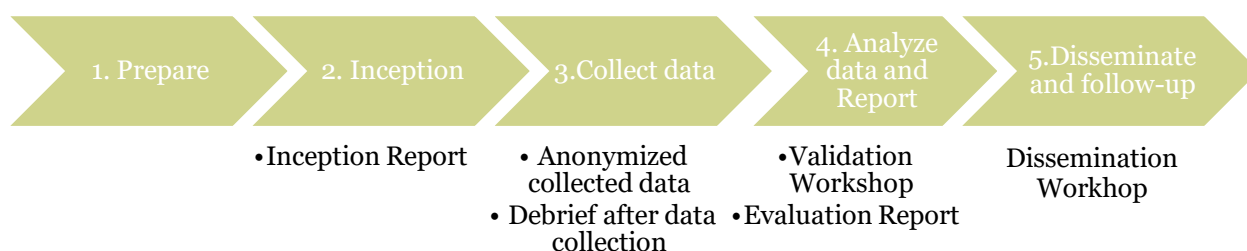
- 54. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
- 55. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
- 56. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
- 57. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:

- a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report.
58. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
59. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
60. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.
61. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

62. The evaluation will proceed through the following phases. The deliverables for each phase are as follows:

Figure 1: Summary Process Map



63. Please find a more detailed evaluation schedule and description of the individual evaluation phases in Annex 2.

6. Organization of the Evaluation & Ethics

6.1. Evaluation Conduct

64. The evaluation team will conduct the evaluation under the direction of its team leader, in close communication with the WFP evaluation manager and in line with the evaluation

^[1] [UNEG Norm #7](#) states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

schedule in Annex 2. Regular online meetings and consultations will be organized throughout the evaluation process.

65. The evaluation team will be hired following agreement with WFP on its composition. It will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).

6.2. Team composition and competencies

66. The evaluation team is expected to include maximum four members, including the team leader. To the extent possible, the evaluation will be conducted by a multi-disciplinary, gender-balanced team, who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Evaluation design, methods and process (required)
- Country capacity strengthening in shock-responsive social protection, including digital advisory and solution services for social registry and information management systems (required)
- GEWE and AAP (required) Emergency preparedness and response in supply chain and ICT (preferred)
- Nutrition, both specific and sensitive (preferred)
- Climate change adaption (preferred)
- Forecast-based finance (preferred)
- Disaster Risk Reduction and Early Warning Systems;
- CBT modality to deliver food assistance (preferred)
- WFP experience (preferred)
- Familiarity with the Philippines (required)
- Fluency in English and Filipino (required)

67. The Team leader is required to have strong technical expertise in government capacity strengthening programmes and must have evaluated several such programmes as a team leader. She/he is expected to have demonstrated expertise in evaluation approaches and methodologies specific to capacity building interventions. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

68. The team members will bring together a complementary combination of as much of the required technical expertise as possible and have a track record of written work on similar assignments. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

6.3. Security Considerations

69. **Security clearance** where required is to be obtained from the UN Department of Safety & Security and the Department of Foreign Affairs. As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
70. Given the current situation where physical movement is limited in view of the Covid-19 pandemic, the evaluation team will have to seek security clearance from the Department of Foreign Affairs, especially if there will be field visits. Some areas under BARMM are most likely not accessible to foreign consultants due to security risks. Thus it is highly encouraged that national consultants be included as part of the evaluation team.
71. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
 - The team members observe applicable UN security rules and regulations – e.g. curfews etc.

6.4 Ethics

72. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.
73. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

7. Roles and Responsibilities of Stakeholders

74. Please find a detailed description of the roles and responsibilities of all evaluation stakeholders in Annex 10.

8. Communication and budget

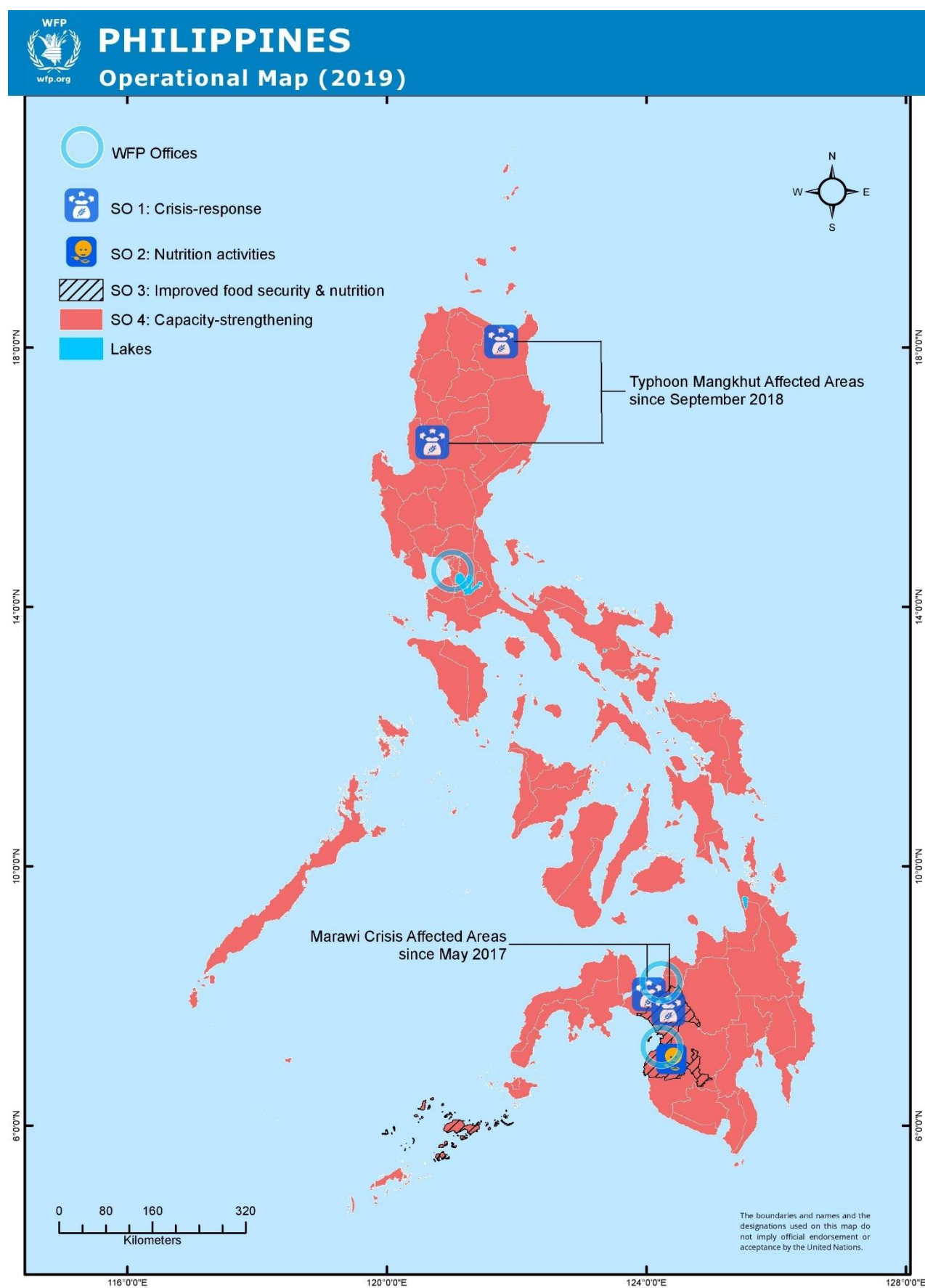
8.1. Communication

- 75. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
- 76. A Communication and Learning Plan will be developed in consultation with evaluation manager to be disseminated to relevant stakeholders.
- 77. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available following the approval of the final evaluation report. The Inception Report and Evaluation Report should be submitted in English.

8.2. Budget

- 78. For the purpose of this evaluation, WFP will procure an evaluation team through Long-Term Agreements (LTA) WFP has with evaluation firms, based on pre-agreed rates. The final budget and handling will be determined by the option of contracting that will be used and the rates that will apply at the time of contracting. The LTA firm should use the [proposal template for the provision of decentralized evaluation services](#), when submitting a technical and financial proposal.
- 79. Travel, subsistence and other direct expenses should be accounted for in the proposed budget. The budget should include the organization of a validation workshop and participation of the evaluation team leader in a dissemination workshop. Whether those will require travel or be conducted online will be determined during the inception phase.

Annex 1 Map



Annex 2 Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Preparation	Up to 9 weeks
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	March - April
	Sharing of draft ToR with outsourced quality support service (DE QS)	
	Review draft ToR based on DE QS feedback	
	Circulation of TOR for review and comments to ERG,RB and other stakeholders (list key stakeholders)	
	Review draft ToR based on comments received	
	Submits the final TOR to the internal evaluation committee for approval	
	Sharing final TOR with key stakeholders	
	Selection and recruitment of evaluation team	May
	Phase 2 - Inception	Up to 7 weeks
	Briefing core team	June(week 1)
	Desk review of key documents by evaluation team	June (week 1)
	Inception mission in the country or online	June (week 2)
	Draft inception report	June (week 3-4)
	Sharing of draft IR with RBB and outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	July (week 1)
	Revise draft IR based on feedback received by DE QS and EM	July (week 2)
	Submission of revised IR based on DE QS and EM QA	July (week 3)
	Circulate draft IR for review and comments to ERG	July (week 3)
	Revise draft IR based on stakeholder comments received	July (week 4)
	Submission of final revised IR	July (week 4)
	Submits the final IR to the internal evaluation committee for approval	31 July
	Sharing of final inception report with key stakeholders for information	31 July
	Phase 3 - Data collection	Up to 3 weeks
	Briefing evaluation team at CO	August (week 1)
	Data collection	August (week 1-2)
	In-country Debriefing (s)	August (week 3)
	Phase 4 - Analyze data and report	Up to 11 weeks

	Draft evaluation report	Sept
	Validation workshop with Country Office, presenting findings and recommendations	Oct (week 1)
	Incorporate feedback from validation workshop	Oct (week 1)
	Sharing of draft ER with RBB and outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	Oct (week 2)
	Revise draft ER based on feedback received by DE QS and EM QA	Oct (week 3)
	Submission of revised ER based on DE QS and EM QA	Oct (week 3)
	Circulate draft ER for review and comments to ERG, RB and other stakeholders (list key stakeholders)	Oct (week 4)
	Revise draft ER based on stakeholder comments received	Nov (week 2)
	Submission of final revised ER	Nov (week 3)
	Submits the final ER to the internal evaluation committee for approval	30 Nov
	Sharing of final evaluation report with key stakeholders for information	30 Nov
	Phase 5 - Dissemination and follow-up	Up to 4 weeks
	Prepare management response	Dec
	Share final evaluation report and management response with OEV for publication	Dec

Preparation Phase: The evaluation manager will consult with management and programme team for delivering TOR, team and formation of the EC and ERG, recruitment of evaluation team and preparation for CEF application. The evaluation manager, with the assistance of the RAM/VAM Officer, will organize the necessary documents to share with the evaluation team.

Inception Phase: The evaluation team is responsible for conducting desk review of document library and develop a thorough understanding of the evaluation objectives and TOR. The team should timely inform the evaluation manager about information gap if need to be addressed. The team should suggest revised TOR if needed. The evaluation team will then draft the inception report detailing the plan and method for the evaluation mission. Upon completed quality assurance mechanisms, the evaluation team will finalize the inception report.

Data Collection Phase: The data collection will involve desk review of secondary materials and a mixed of face-to-face (if possible) and online interviews and discussions (in view of the COVID-19 situation). The evaluation team will communicate regularly with the evaluation manager to update on the state of the data collection and make necessary arrangements if there is a need to prepare for the mission, including site visits, meeting with internal and external stakeholders. In the events of site visits, field work debriefing sessions will be held with the evaluation manager and country office staff at end of each mission to present preliminary findings.

Analyses and Reporting Phase: The evaluation team will present the findings and recommendations through a validation workshop and deliver a final evaluation report. The evaluation manager will circulate the draft report for the comments which will be reviewed by the Evaluation Committee (EC) and Evaluation Reference Group (ERG).

Dissemination and Follow-Up Phase: The evaluation team will present the final report, either on-site or through a conference call. Within the month following delivery of the final report, the country office is responsible to prepare a management response that will detail actions to be taken against each recommendation along with the timeline and responsibility.

Annex 3 Membership of the EC and ERG

EVALUATION COMMITTEE MEMBERS

FUNCTION	NAME	TITLE
Chair of the EC	Brenda Barton	Country Director
EC Secretariat	Giorgi Dolidze	Head of Programme/Evaluation Manager
Member	Kevin Howley	Head of Supply Chain
Member	Juanito Berja	VAM Officer
Member	TBC	M&E Officer (recruitment is in the process of finalisation)
Member	Yumiko Kanemitsu	Regional Evaluation Officer

EVALUATION REFERENCE GROUP MEMBERS

FUNCTION	NAME	TITLE
Chair of the ERG	Brenda Barton	Country Director
ERG Secretariat	Giorgi Dolidze	Head of Programme/Evaluation Manager
Member	Juanito Berja	VAM Officer
Member	TBD	M&E Officer
Member	Baicon Macaraya	CO Gender Focal Point
Member	Martin Parreno	Activity Manager (Activity 2)
Member	Mishaël Argonza	Activity Manager (Activity 3) and Head of Cotabato Sub-Office
Member	Joan Odena	Activity Manager (Activity 4)
Member	Kevin Howley	Activity Manager (Activity 5)
Member	Yumiko Kanemitsu	Regional Evaluation Officer
Member	Luna Kim	Regional Monitoring Officer
Member	Britta Schumacher	Regional Nutrition Officer
Member	Arvind Betigeri	Senior Rice Fortification Advisor
Member	Samuel Clendon	Regional Programme Policy Officer - Resilience and Emergencies
Member	Aphitchaya Nguanbanchong	Regional Programme Policy Officer - Social Protection
Member	TBD	ICT Specialist (FITTEST)
Member	Jean Luc Kohler	Regional Supply Chain Officer
Member	Maria Lukyanova	HQ Senior Programme Officer (Country Capacity Strengthening)
Member	Cecilia Roccato	HQ Programme Policy Officer (Gender)
Member	Chiara Pili	HQ Programme Policy Officer (DRR, Climate Change)
Member	TBD	DICT

Member	TBD	BARMM
Member	TBD	DSWD
Member	TBD	PAGASA
Member	TBD	Development Academy of the Philippines
Member	TBD	USAID

Annex 4

Accronyms

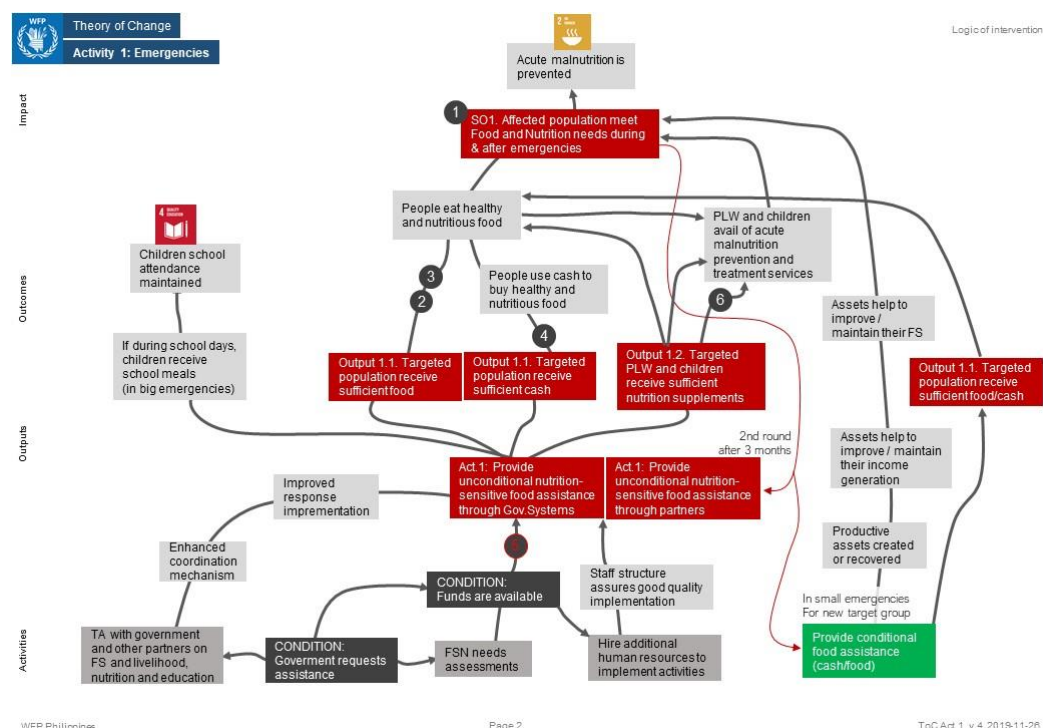
AAP	Accountability to Affected Populations
BARMM	Bansgsamoro Autonomous Region in Muslim Mindanao
CBT	Cash based transfers
CSP	Country strategic plan
DICT	Department of Information and Communication Technology
DSWD	Department of Social Welfare and Development
DRRM	Disaster risk reduction and management
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
AAP	Accountability to Affected Populations
NDRRMC	National Disaster Risk Reduction and Management Council
NGO	Non-governmental organisation
OCD	Office of Civil Defense
PDP	Philippine Development Plan
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDAF	United Nations Development Assistance Framework

Annex 5 Line of Sight

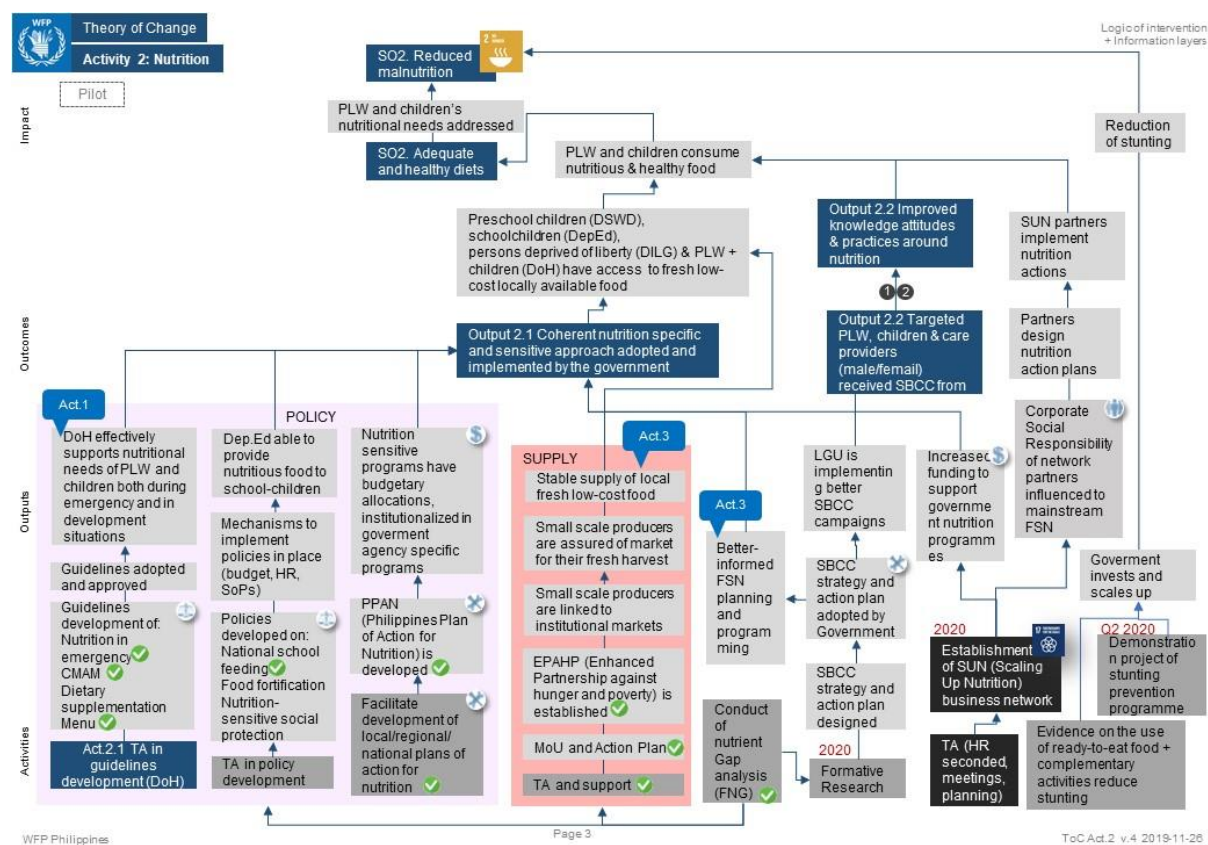
WFP Philippines Line of Sight			
SR 1. Access to food (SDG 2.1)	SR 2. End malnutrition (SDG 2.2)	SR 5. Capacity Strengthening (SDG 17.9)	
SO 1. Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency	SO 2. Women, boys and girls in provinces prioritized by the government have adequate and healthy diets to reduce malnutrition in line with government targets by 2022	SO 3. Vulnerable communities in Mindanao have improved food security and nutrition, in support of government targets, by 2022	SO 4. National and Local Government have enhanced capabilities to reduce vulnerabilities to shocks by 2022
Output <ul style="list-style-type: none"> Targeted boys, girls, men and women (Tier 1) affected by natural disasters or human-induced shocks and disruptions receive sufficient food and/or cash (output category A1) to meet their basic food and nutrition requirements and adapt healthy nutrition practices (SR1) Targeted children under 5, pregnant and nursing women and girls (Tier 1) affected by natural disasters or human-induced shocks and disruptions receive sufficient nutrition supplements (output category B) to meet their age-specific nutrition requirements (SR2) 	Outputs <ul style="list-style-type: none"> Women, girls and boys (Tier 3) benefit from improved nutrition and regional legislation, policies, programmes and technologies as a result of technical assistance and evidence-building provided to government (output category C) which helps to achieve adequate and healthy diets (SR2). Women, girls and boys (Tier 2) benefit from national and regional legislation, policies and programmes adopting a coherent nutrition specific and sensitive approach (output category I) to meet their nutritional needs (SR2) Targeted pregnant and nursing women, girls, boys and care providers (Tier 1) receive Social Behavior Change Communication, appropriate nutritious food and are linked to services from other sectors (outcome category B and C) to improve their knowledge, attitudes and practices around nutrition (SR2) 	Output <ul style="list-style-type: none"> Vulnerable men, women, boys and girls (Tier 3) benefit from enhanced means, tools and skills (output category A2 and C) of the regional and local governments to meet their dietary needs (SR1/SR2/SR5) in support of peace and development (SDG5/SDG16). 	Outputs <ul style="list-style-type: none"> Vulnerable people (Tier 3) affected by climate change or other natural and man-made disasters benefit from the operationalization of local and national governments' climate change adaptation and disaster risk reduction policies, plans and programmes, including shock-responsive safety nets and climate services (output category C/I), in order to effectively prepare for and mitigate the impact on households' food security and nutrition (SR1/SR5) (SDG13) Disaster-affected people (Tier 3) benefit from enhanced supply chain and ICT provided by the government and WFP, as needed, to partners (output category C/H) in order to receive timely and effective assistance (SR1/SR5/SR8)
Activity 1: Provide unconditional nutrition sensitive food assistance through the governments' safety net or partners to crisis-affected communities following natural disasters or human-induced shocks and disruptions (activity category: 1, modality: food, cash).	Activity 2: Provide direct and technical assistance, build evidence and advocate to ensure adequate and healthy diets, through nutrition specific and sensitive multiple sectoral responses for most vulnerable groups. (modality: F/CS) (activity category: institutional capacity strengthening, analysis, assessment and monitoring activities, malnutrition prevention activities)	Activity 3: Support the Autonomous Region in Muslim Mindanao (ARMM) and local governments to address the Food Security and Nutrition (FSN) needs of all segments of the population (activity category: 9, modality: CS/F/CBT) to further consolidate and enhance existing peace and development plans	Activity 4: Support national and local capacities for disaster risk reduction and management as well as climate change adaptation (activity category: 9, modality: CS) Activity 5: Strengthen and augment government and partners' emergency preparedness and response capacity to include supply chain and ICT (activity category: 9, modality: CS)
Crisis Response	Root Cause	Resilience	

Annex 6 Theory of Changes of CSP activities

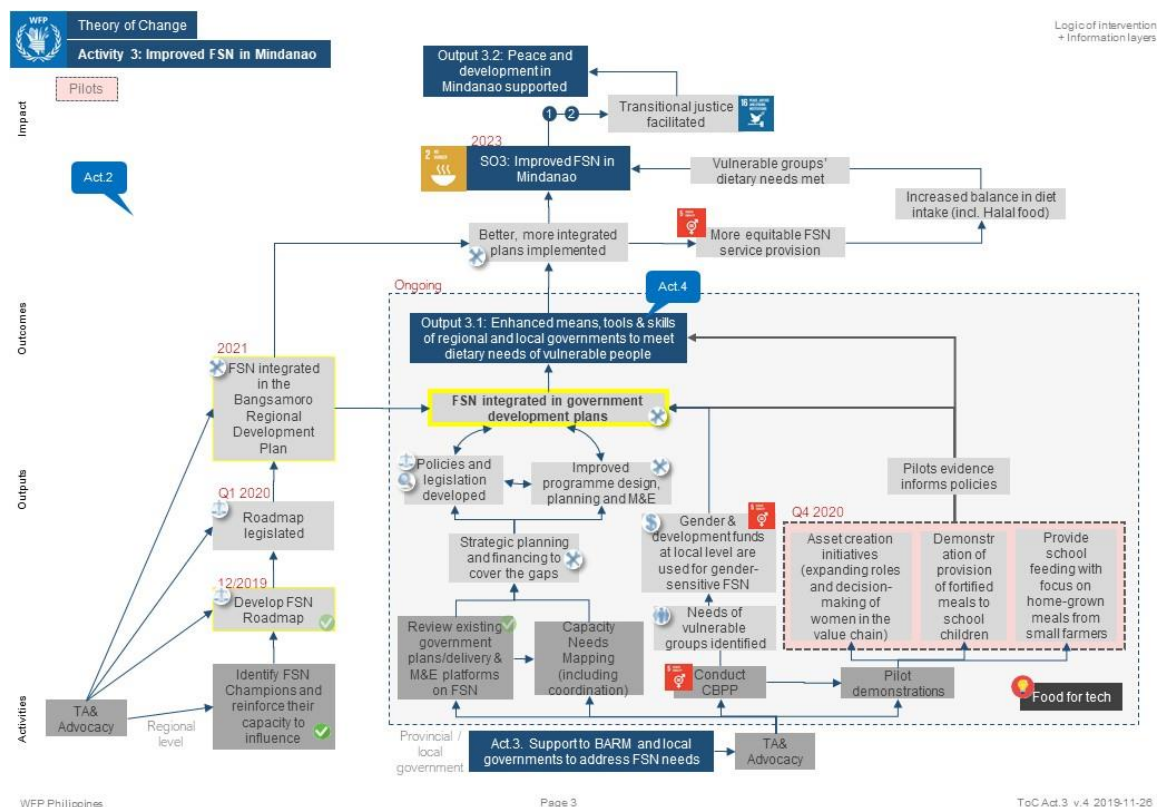
Activity 1



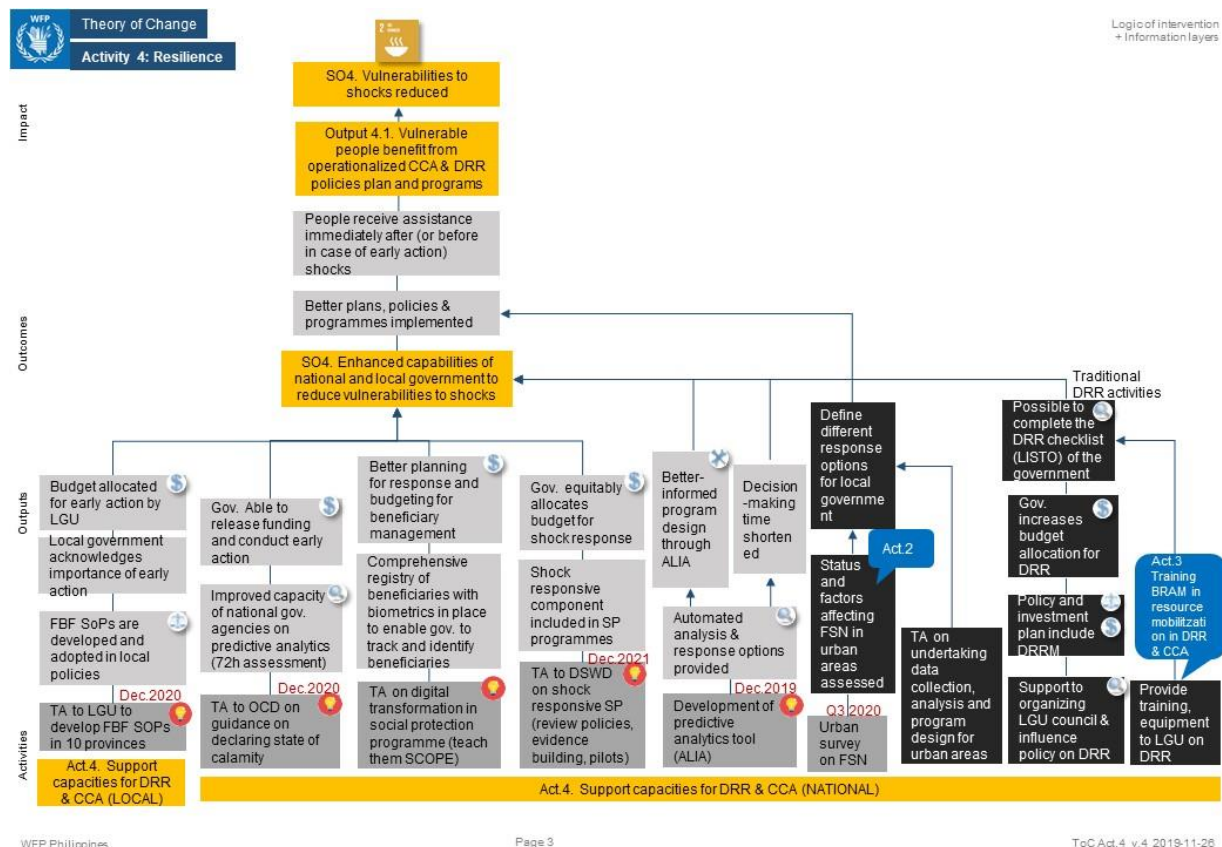
Activity 2



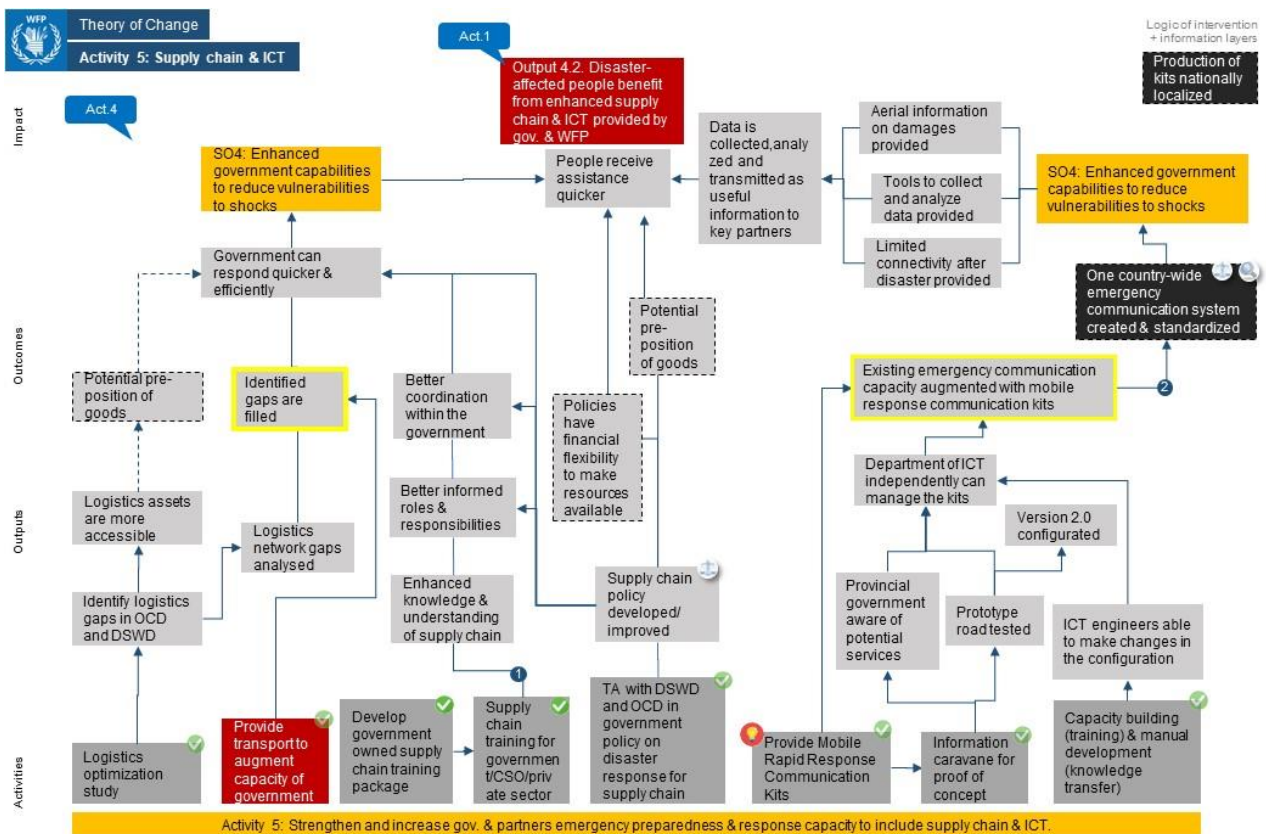
Activity 3

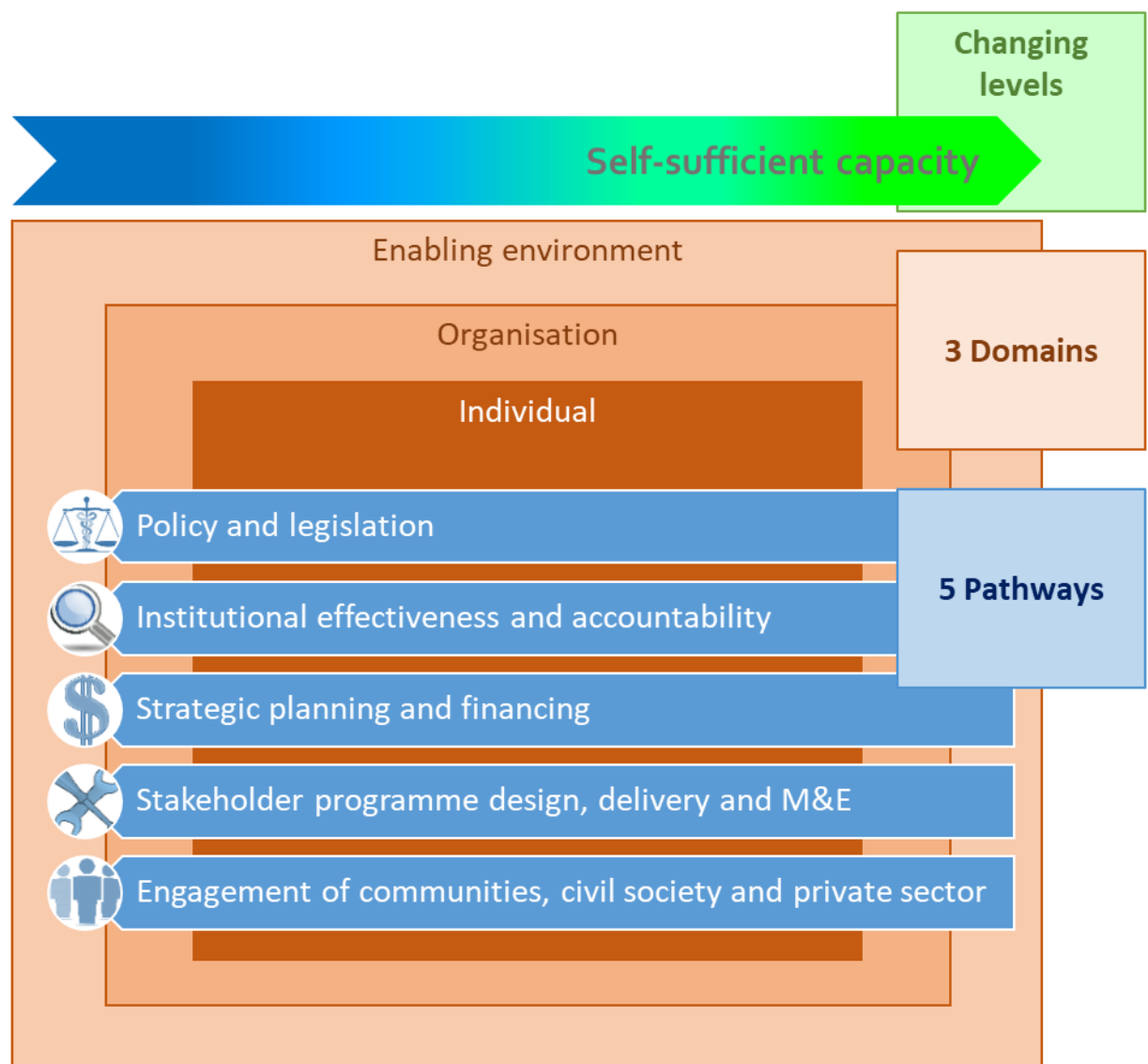


Activity 4



Activity 5





Further information on the corporate CCS guidance and the corporate Theory of Change for CCS activities will be shared during the inception phase.

Annex 8 List of main sources of information

Overall CSP:

- [Philippines Country Strategic Plan 2018-2023](#)
- [Annual Country Reports \(ACRs\) for 2018, 2019, 2020](#)
- CSP Mid Term Review report (2018-2021)
- Country Briefs (CBs) for 2018 and 2019
- Monthly Price Monitoring Bulletin for 2019
- Regular monitoring data from the WFP corporate M&E system COMET (please find a list of all monitored indicators in Annex 9)
- Post-Distribution Monitoring reports
- After Action Review Reports from 2019 (various, covering Activities 1, 2, 3, 4)
- Decentralized Evaluation conducted in 2016: Philippines, Disaster Preparedness and Response/Climate Change Adaptation Activities: An Evaluation
- [WFP's Country Capacity Strengthening – Desk Review of the Implementation of Agreed Actions from the 2016 Internal Audit Report](#)

Activity 1

- Government data on acute malnutrition
- Government data on school attendance

Activity 2

- 2017 Q4 ME Report
- Fill the Nutrient Gap
- TMI WFP Final Report-Endline SPP
- WFP KAP Report
- Government data on stunting
- Government data on affordability/accessibility of fresh food

Activity 3

- Expanded National Nutrition Survey (government)

Activity 4

- 4th National Dialogue Platform Proceedings
- Baseline Assessment and Case Study Development on Financing for Early Actions on Climate Risks in the Philippines
- PHILIPPINES Forecast Based Financing Phase I Lessons Learned (2015 - 2017)

Annex 9

List of monitored indicators

Outcome Indicators
Percentage of households with Acceptable Food Consumption Score
Percentage of households with Borderline Food Consumption Score
Percentage of households with Poor Food Consumption Score

Cross-Cutting Indicators
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements
Proportion of targeted people receiving assistance without safety challenges
Proportion of targeted people who report that WFP programmes are dignified
Proportion of targeted people having unhindered access to WFP programmes
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity
Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

Output Indicators
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
Number of policy reforms identified/advocated
Number of technical support activities provided
Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling
Number of people reached through interpersonal SBCC approaches
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support
Number of people trained
Number of emergency telecoms and information and communications technology (ICT) systems established, by type
Number of national coordination mechanisms supported
Number of capacity development activities provided
Number of tools developed to strengthen national systems for forecast-based early action

Annex 10

Roles and Responsibilities of Stakeholders

1. The WFP Philippines **Country Director, Brenda Barton**, will take responsibility to:
 - Assign an Evaluation Manager for the evaluation: Giorgi Dolidze.
 - Compose the internal EC and the ERG (see below).
 - Approve the final Tor, inception and evaluation reports.
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of EC and ERG.
 - Participate in discussions with the evaluation team and evaluation manager on the evaluation design and the evaluation subject, its performance and results.
 - Organise and participate in two separate debriefings, one internal and one with external stakeholders.
 - Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.
2. The **WFP Evaluation Manager**:
 - Manages the evaluation process through all phases including drafting this TOR.
 - Ensures quality assurance mechanisms are operational.
 - Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team.
 - Ensures expected use of quality assurance mechanisms (checklists, quality support).
 - Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
 - Organises security briefings for the evaluation team and provides any materials as required.
 - In the absence of a Head of M&E at WFP Philippines at the moment, the appointed Evaluation Manager for this DE is Giorgi Dolidze, who is the Head of Programme at the CO. He only arrived in country in January 2021 and has therefore not been involved in the direct implementation of the evaluated activities. As soon as a Head of M&E is recruited (the process is in its final stage), that person will take over the Evaluation Manager role.
3. An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation (see Annex 3).
4. **An Evaluation Reference Group** has been formed, as appropriate, with representation from key internal and external stakeholders of the CSP (see Annex 3). The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence.
5. **The Regional Bureau** will take responsibility to:
 - Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
 - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
 - Provide comments on the draft TOR, Inception and Evaluation reports.

- Support the Management Response to the evaluation and track the implementation of the recommendations.

While the Regional Evaluation Team (Yumiko Kanemitsu, Insa Deimann) will perform most of the above responsibilities, other RB relevant technical staff may participate in the ERG and/or comment on evaluation products as appropriate.

6. Relevant WFP Headquarters divisions will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

7. The Office of Evaluation (OEV) through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

Annex 11 Continuation of section 3.1 Context

The common country assessment conducted by the United Nations country team in September 2017 indicated that severe shortfalls in the development of human capabilities, constraints in national capacities, threats to social peace and an inadequate appreciation of slow onset impacts of climate change are impeding the Government's development trajectories and entry points for United Nations country team support. The United Nations development assistance framework for 2019–2023 (UNDAF) consequently focuses on people, peace, the planet and prosperity as overarching priorities, responding to the strategies of the PDP 2017–2022 and supporting the 2030 Agenda. United Nations activities are anchored in principles of humanity, human rights, gender equality and women's empowerment; sustainable development and resilience; leaving no one behind; and accountability.

Annex 12

List of WFP partners in the Philippines

NATIONAL GOVERNMENT

- Climate Change Commission (CCC)
- Department of Agrarian Reform (DAR)
- Department of Education (DepEd)
- Department of Information and Communications Technology (DICT)
- Department of Interior and Local Government (DILG)
- Department of Social Welfare and Development (DSWD)
- Development Academy of the Philippines (DAP)
- Department of Environment and Natural Resources (DENR)
- Department of Finance (DOF)
- Inter-Agency Task Force on Zero Hunger (Office of the Cabinet Secretary)
- Land Bank of the Philippines
- National Nutrition Council (NNC) – Department of Health (DOH)
- Office of Civil Defense (OCD) – National Disaster Risk Reduction and Management Council (NDRRMC)
- Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA)– Department of Science and Technology (DOST)
- Food and Nutrition Research Institute (FNRI)- Department of Science and Technology (DOST)
- National Economic and Development Authority (NEDA)

BARMM

- Bangsamoro Planning and Development Authority
- Ministry of Agriculture Fisheries and Agrarian Reform
- Ministry of Basic Higher and Technical Education
- Ministry of Environment, Natural Resources and Energy
- Ministry of Health
- Ministry of Interior and Local Government
- Ministry of Social Services and Development
- National Nutrition Council-BARMM

Provincial Governments of the following provinces:

- Basilan
- Batangas
- Benguet
- Cagayan
- Davao de Oro
- Davao Oriental
- Iloilo
- Laguna
- Lanao del Norte
- Lanao del Sur
- Maguindanao
- Misamis Oriental

- Sorsogon
- Sulu
- Tawi-Tawi

Private Sector

- SUN Business Network
 - Ayala Foundation
 - Ayala Corporation
 - Makati Business Club
 - Johnson & Johnson Philippines, Inc.
 - AXA Philippines, Inc.
 - DSM Human Nutrition and Health Philippines
 - Allied Metals, Inc.
 - Pilipinas Shell Foundation
 - Robinsons Supermarket
 - Standard Insurance
 - Nutrition and Beyond
 - Unilever Philippines
 - Universal Robina Corporation
 - Nutrition Center of the Philippines
 - Nutridense Food Manufacturing Corporation
 - AGREAA Agricultural Systems International
- Philippine Coalition of Advocates for Nutrition (PhilCAN)
 - Action Against Hunger- *vice CONVENER*
 - Adventist Development and Relief Agency Philippines (ADRA)
 - ChildFund International
 - Gems Heart Outreach Dev't Inc.
 - Helen Keller International
 - International Care Ministries
 - International Institute of Rural Reconstruction (IIRR)
 - Kalusugan ng Mag-Ina, Inc. (Health of Mother and Child)
 - Nutrition Center of the Philippines
 - Nutrition Foundation of the Philippines, Inc.
 - Plan International
 - Save the Children
 - World Vision Development Foundation- *lead CONVENER*

Academe

- University of the Philippines Los Banos- Institute Human Nutrition and Food
- Holy Trinity College of General Santos
- Mindanao State University (MSU)

NGOs

- Coastal Community Resources (Coastal CORE) and Livelihood Development, Inc.
- Community and Family Services International (CFSI)

- Jaime V. Ongpin Foundation, Inc. (JVOFI)
- Kalimudan sa Ranao Foundation, Inc. (KFI)
- Maranao People Development Center Inc. (MARADECA)
- Philippine Red Cross
- START Network
- The Moroprenuer, Inc (TMI)

Food Security and Agriculture Cluster

- Action Against Hunger
- Agency for Technical Cooperation and Development (ACTED)
- Adventist Development and Relief Agency Philippines (ADRA)
- Cooperative for Assistance and Relief Everywhere (CARE)
- Community and Family Service International (CFSI)
- Catholic Relief Services (CRS)
- Food and Agriculture (FAO)
- International Committee of the Red Cross (ICRC)
- International Fund for Agricultural Development (IFAD)
- International Organization for Migration (IOM)
- Islamic Relief Philippines (IR)
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- OXFAM
- Plan International
- Save the Children
- UN-Habitat
- United Nations High Commissioner for Refugees (UNHCR)
- UNICEF
- World Vision

Annex 13 Detailed evaluation questions table

Criteria	Evaluation Questions	Sub-Questions
Relevance	How relevant is WFP's approach to primarily strengthen the capacity of the Government instead of implementing food security programmes itself?	
	How relevant has this approach been specifically during the COVID-19 pandemic?	
	How relevant is this approach in regards to supporting GEWE and AAP?	
Effectiveness	<p>To what extent has WFP enhanced the government's capacity to achieve zero hunger and effectively respond to emergencies in the following areas:</p> <ul style="list-style-type: none"> • Policies and legislation; • Institutional effectiveness and accountability; • Strategic planning and financing; • Stakeholder programme design, delivery and M&E; and • Engagement and participation of community, civil society and private sector; <p>considering the following domains:</p> <ul style="list-style-type: none"> • Enabling Environment • Organizational domain • Individual domain 	Activity 1: To what extent has Activity 1 enhanced the government's capacity in emergency response?
		Activity 2: How effective is the EPAHP in delivering the services stipulated in the MoU? What type of technical assistance is most effective in strengthening government's capacity to reduce malnutrition?
		Activity 3: To what extent has Activity 3 enhanced the government's capacity in emergency preparedness and response? How are the pilot demonstrations influencing the FSN plans and policies? Do the gender-sensitive activities improve GEWE? If so, does gender equality improve FSN of the overall population in Mindanao?
		Activity 4: To what extent has Activity 4 enhanced the government's capacity in emergency preparedness and response?

		<p>To what extent has the government adopted Activity 4 approaches (particularly FbF and shock responsive)?</p> <p>Does Activity 4 reduce vulnerabilities to shocks?</p>
		<p>Activity 5:</p> <p>To what extent has Activity 5 enhanced the government's capacity in emergency response?</p> <p>Is the supply chain policy being understood by key government people at national, provincial and local level?</p> <p>Is the ICT department independently managing kits?</p> <p>Has the existing ICT capacity in emergency telecommunications been augmented and how has WFP contributed to that?</p> <p>Does the government have the necessary capabilities to collect, analyse and transmit relevant data as useful information?</p>
	How well is WFP positioning itself with the Philippines Government as a capacity strengthening partner?	
	How effective has WFP's approach been specifically during the COVID-19 pandemic?	
	How effective is WFP's approach in regards to supporting GEWE and AAP?	
Effectiveness	What unintended effects has WFP's approach had on GEWE?	
Sustainability	What levels of self-sufficiency have Government partners in the Philippines achieved through WFP's CCS activities across the five pathways and three domains?	<p>All activities: To what extent has the government adopted WFP tools and approaches in its programmes and projects?</p> <p>Are WFP resources no longer required to implement the programmes and projects?</p>

		Activity 2: To what extent is the government able to sustain and scale up EPAHP?
	How sustainable is WFP's approach in regards to supporting GEWE and AAP?	