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# Evaluation of Philippines WFP Country Strategic Plan 2018 - 2023

Terms of reference

May 2022

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# 1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

## 1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

## 1.2. CONTEXT

### General overview

4. The Philippines is an archipelagic country bordering the South China Sea to the west, the Philippine Sea to the east, and the Celebes Sea to the southwest, and shares maritime borders with Taiwan, Japan, Palau Indonesia to the south, Malaysia, Brunei, Vietnam, and China. It is composed of 7,641 islands divided across three main islands groups: Luzon, Visayas and Mindanao, covering a total area of 300,000 s.q. km, including 235,975 km of coastline. The Philippines is a constitutional republic with a presidential system, divided into 17 administrative regions which include one autonomous region in the country: the Bangsamoro Autonomous Region in Muslim Mindanao.
5. In 2020, the Philippines has a population of 109,581,085<sup>1</sup> with a density of 367.5 inhabitants per square kilometers. Half of population lives in rural areas (52.6%) while the rest (47.4%) is distributed across the urban areas.<sup>2</sup> Life expectancy at birth is 71 years, and the total fertility is 2.52 per woman while the adolescent birth rate is 52.36 per 1000 girls. The Philippines hosts the Tagalog people who account for 24% of total population, followed by Bisaya (11.4%), Cebuano (9.9%), Ilocano (8.8%), Hiligaynon/Ilonggo 8.4%, Bicol/Bicol 6.8%, Waray 4%, and other local ethnicity 26.1%<sup>3</sup>. The predominant religion is the roman catholic (79.6), followed by other Christian religious groups (9.1%), Islam (6%) and other religions (5.3%). The official languages are Filipino and English.
6. The paragraphs below provide an overview of the Philippines main country characteristics, while additional details on secondary data and socioeconomic indicators are provided in Annex 2: Philippines Country Fact Sheet.

### Macroeconomic Overview, Poverty and Inequality

7. The Philippines is a middle-income country and one of the most dynamic economies in the East Asia Pacific region. The Philippines ranked 107 out of 189 countries in the Human Development Index with a score of 0.718 in 2019.<sup>4</sup> With increasing urbanization and a growing middle class, in 2020 the Philippines registered a gross domestic product (GDP) per capita of USD 3,298.8.<sup>5</sup> This dynamism is rooted in strong consumer demand supported by a vibrant labor market, robust remittances from the diaspora and a

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<sup>1</sup> World Bank (2020)

<sup>2</sup> Philippines Statistical Authority, 2020 Census of Population and Housing

<sup>3</sup> CIA World Factbook, 2021. Philippines

<sup>4</sup> UNDP, *Human Development Report, 2020*

<sup>5</sup> World Bank, *World Development Indicators, 2021.*

well performing service sector<sup>6</sup>. The national GINI index declined from 44.6 in 2015 to 42.3 in 2018, while the poverty rate declined from 23.3% to 16.6% over the same period<sup>7</sup>. In 2020, the COVID-19 pandemic slowed down the country's economic performance and poverty reduction efforts, with a -9.6% contraction in GDP growth in 2020 driven by heavy declines in consumption and the sharp slowdown in tourism, exports and remittances. Also, the country registered a slight increase in poverty incidence during the first semester of 2021, which now accounts at 23.7% when compared to the same period for 2018<sup>8</sup>. The country is expected to recover, judging by the 3.7% expansion registered in the first half of 2021 supported by public investments and external environment recovery.

### National policies and the SDGs

8. The Philippines Development Plan (PDP, 2017 – 2022) is the main policy instrument for the Government of Philippines to guide the formulation and implementation of relevant development reforms in the country. Aligned with the 2030 Agenda and its commitment of “Leaving No One Behind”, the PDP strategic priorities address the country major overarching challenges such as food security, nutrition and reduction of poverty and inequalities. The Philippines national Government launched a National Food Policy (NFP) in 2020 to combat hunger. This is in support of SDG 2 and WFP Philippines CSP Strategic Objective 2. As part of the policy, an Inter-Agency Task Force on Zero Hunger was established to coordinate work with government agencies, as well as monitor and evaluate government progress in attaining zero hunger.
9. The 2030 Agenda is also reflected in the country long term national vision, the AmBisyon Natin 2040, whose overarching aim is to achieve a secure and stable society, ensuring food security, peace and enough economic resources to ensure the overall well-being of citizens. The Philippines commitment towards the 2030 Agenda started in 2015 through a series of technical workshops, assessments and bilateral meetings with international counterparts and relevant development partners. The initial list of SDG indicators for the Philippines was finally approved in 2017 and the National Statistics Authority constantly monitors progress towards the SDGs.<sup>9</sup>
10. In 2016, the Philippines presented a Voluntary National Review<sup>10</sup> (VNR) at the High-Level Political Forum (HLPF). Building on the lessons learned from the MDGs, the VNR describes national priorities towards the Sustainable Development Goals (SDGs), outlines the initiatives to integrate the SDGs in the national plans and programs and identifies possible challenges towards their implementation. The VNR reports the existence of a good enabling environment for the implementation of the SDGs and demonstrated good practice in mapping out SDG for national monitoring and reporting, underlining the country commitment and accountability towards the 2030 agenda. There is a planned VNR follow-up in 2022.

### Food and nutrition security

11. Food security has been a major issue for the Philippines over the last years<sup>11</sup>. While the country has achieved several improvements in reducing its food insecurity levels and ranked 68<sup>th</sup> out of 116 countries in the Global Hunger Index, it still has an overall moderate hunger level<sup>12</sup> and malnutrition and chronic food insecurity are persistent. More specifically, around 64% percent of Filipinos are chronically food insecure, while the population of moderately and severely food insecure account for nearly 22 million people<sup>13</sup>. Also, recent assessments show that childhood stunting levels remain high (28.8%) while child wasting has slightly increased to 5.8 percent (from 5.6 percent in 2018), and overweight/obesity is at 2.9 percent<sup>14</sup> based on the 2019 National Nutrition Survey. One of the main drivers of food insecurity and malnutrition in the Philippines relates to its high vulnerability to impacts of climate change and natural

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<sup>6</sup> World Bank, *Philippines Country Profile*, 2021.

<sup>7</sup> World Bank, 2021

<sup>8</sup> The Philippines Statistics Authority, December 2021

<sup>9</sup> Philippines Statistics Authority, SA Board Resolution No. 9, Series of 2017- *Approving and Adopting the Initial List of Sustainable Development Goals for Monitoring in the Philippines*

<sup>10</sup> Government of Philippines *Voluntary National Review towards the 2030 agenda*, 2016

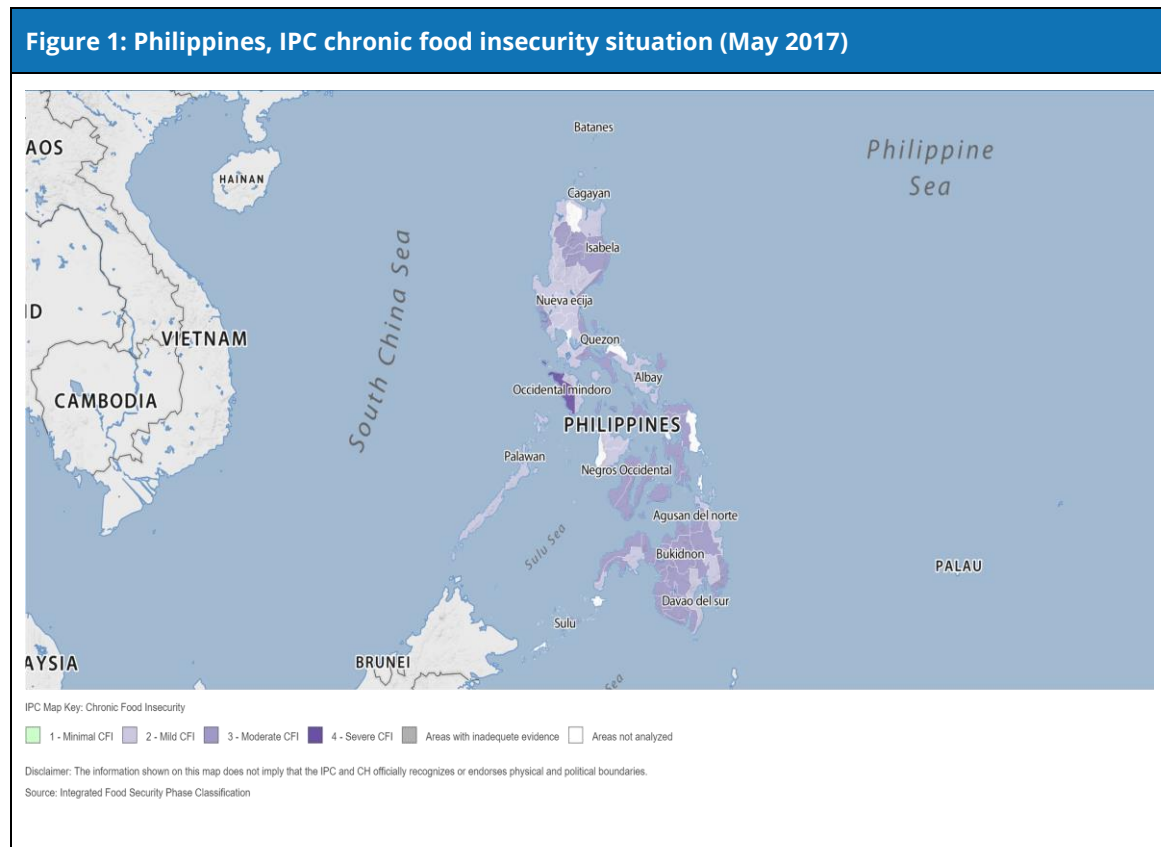
<sup>11</sup> Government of Philippines, *Philippines Development Plan 2017 - 2022*

<sup>12</sup> Global Hunger Index 2021

<sup>13</sup> IPC, *Philippines: Chronic Food Insecurity Situation 2015-2020*.

<sup>14</sup> Government of the Philippines, *National Nutrition Survey*, 2019

hazards, such as earthquakes, volcanic eruptions, typhoons and droughts. In 2020, the country suffered from a triple hit with the typhoons Molave, Goni and Vamco which pummelled the same regions in quick succession, causing the worst flooding in the last 45 years. The Philippine Plan of Action for Nutrition 2017-2022 is an integral part of the Philippine Development Plan 2017-2022. It is consistent with the Duterte Administration 10-point Economic Agenda, the Philippine Health Agenda, and the development pillars of protective concern, transformation), and development. It considers country commitments to the global community as embodied in the 2030 Sustainable Development Goals, the 2025 Global Targets for Maternal, Infant and Young Child Nutrition, and the 2014 International Conference on Nutrition.<sup>15</sup> In 2022, planning for the update on the PPAN is beginning.



Source: IPC Technical Working Group (31/12/2021)

## Agriculture

12. Agriculture is a very important sector of the Philippines economy, accounting for 10.2% of the GDP and employing 22.9% of the total workforce (13.6% female)<sup>16</sup>. Challenges that hamper productivity include limited access to credit and agricultural insurance, low farm mechanization and inadequate postharvest facilities, inadequate irrigation, scant support for research and development, weak extension service, incomplete agrarian reform program implementation.<sup>17</sup> Filipino women, who comprise about 25 percent of the agricultural workforce, have more financial and agricultural decision-making power compared to women in other Southeast Asian countries;<sup>18</sup> however, they also have a more reported intense workload and less access to land and its entitlements.<sup>19</sup> The latest Census on Agriculture and Fishery in 2012

<sup>15</sup> [https://www.nnc.gov.ph/phocadownloadpap/PPAN/18Sept\\_PPAN2017\\_2022Executive%20Summary.pdf](https://www.nnc.gov.ph/phocadownloadpap/PPAN/18Sept_PPAN2017_2022Executive%20Summary.pdf)

<sup>16</sup> World Bank, World Development Indicators, 2020

<sup>17</sup> <https://ap.iftc.org>

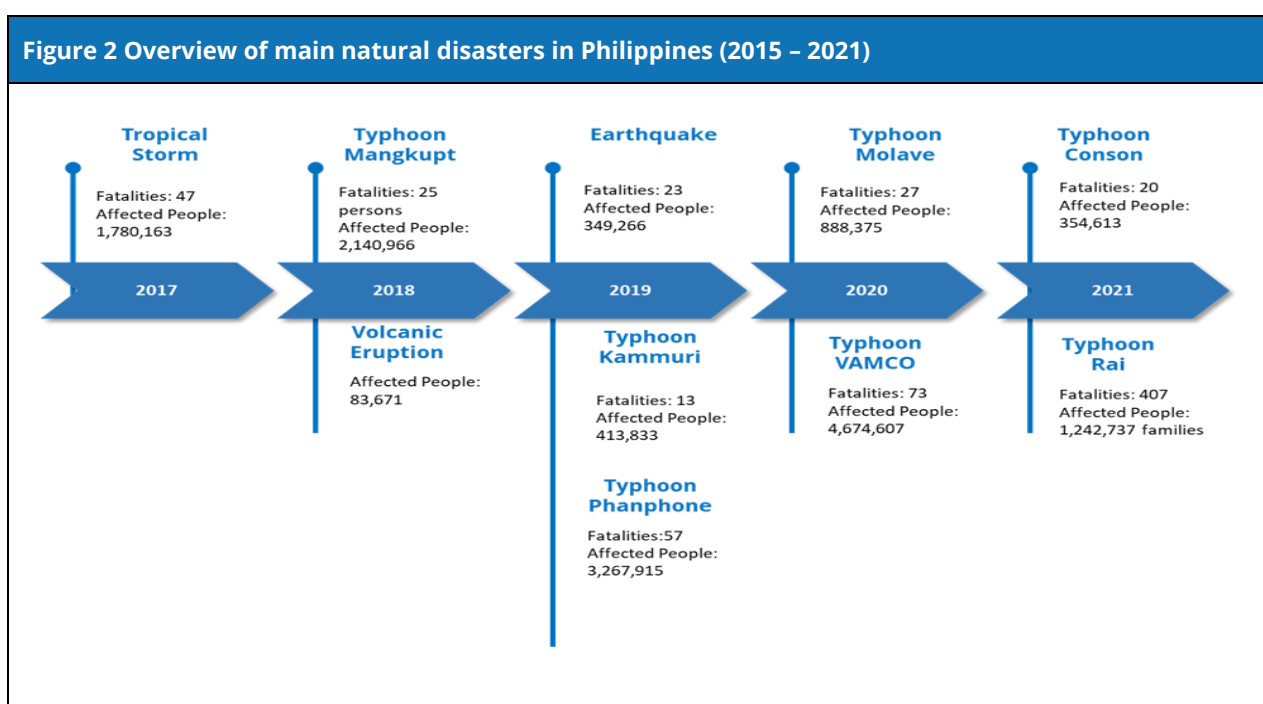
<sup>18</sup> Akter, S., Rutsaert, P., Luis, J., Htwe, N. M., San, S. S., Raharjo, B., & Pustika, A. (2017). Women's empowerment and gender equity in agriculture: A different perspective from Southeast Asia. *Food Policy*, 69, 270–279. <https://doi.org/10.1016/j.foodpol.2017.05.003>

<sup>19</sup> Philippine Commission on Women. 2021. *Agriculture, Fisheries and Forestry*.

indicated a total 5.6 million holdings/farms, covering 7.3 million hectares, with more than half of them being less than 1 hectare<sup>20</sup>, underlining an intensive agricultural model. The major crops are rice, corn, cassava, sweet potatoes and eggplants<sup>21</sup>.

### Climate change and vulnerability

13. The Philippines is exposed to the impacts and consequences of climate change including sea levels rise, typhoons, extreme weather events and rainfall. It is located in the world's most cyclone-prone region, averaging 19–20 cyclones each year, of which 7–9 make landfall<sup>22</sup>. Since 2001, the Philippines has experienced a total of 317 weather-related events, the highest among the most affected countries. It is also located in an area of considerable tectonic activity, possessing 22 active volcanoes. An example of this was witnessed with the eruption of Mount Mayon in early 2018, which resulted in the evacuation of up to 90,000 people.<sup>23</sup> Figure 2 below provides an overview of main natural disasters in Philippines (2015 – 2021). In 2021, the Philippines ranked 17<sup>th</sup> in the world as the most affected country from extreme weather events in the Global Climate Risk Index (CRI) 2021<sup>24</sup>.



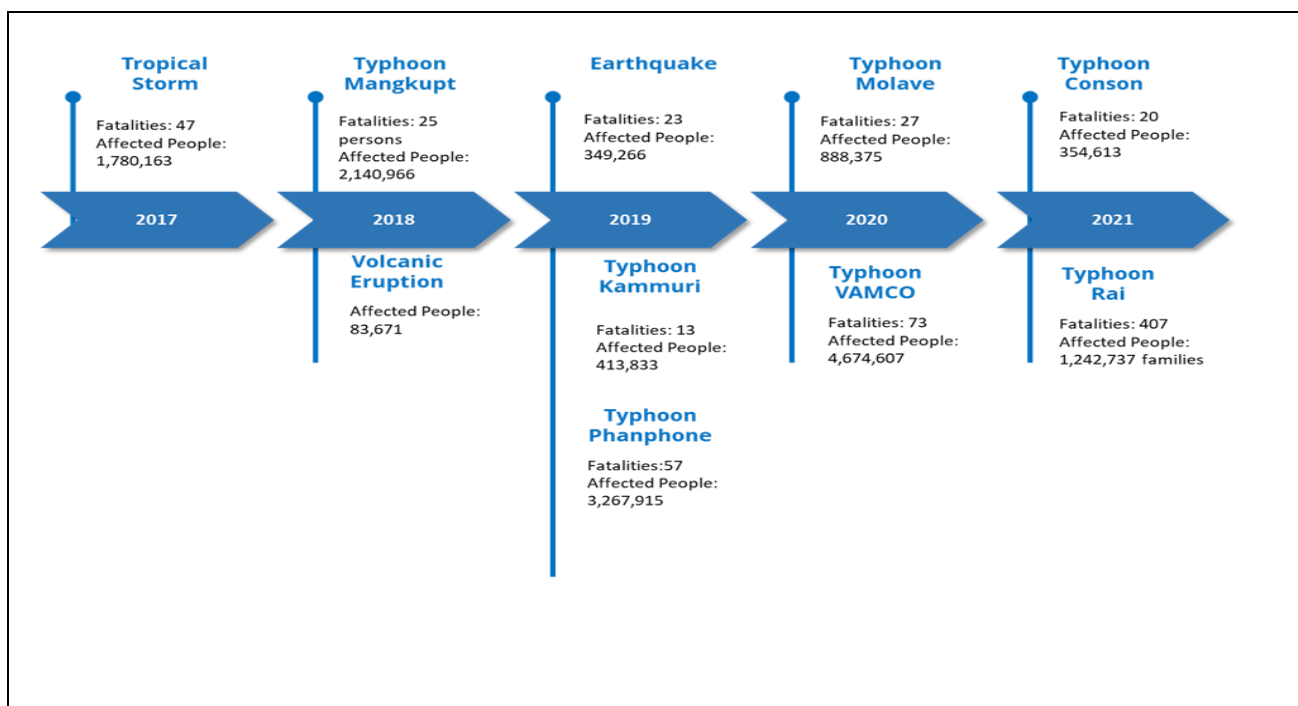
<sup>20</sup> The Philippines Statistical Authority, *Agriculture and Fisheries Census*, 2012.

<sup>21</sup> The Philippines Statistical Authority, *Agriculture and Fisheries Census*, 2012.

<sup>22</sup> USAID, *Climate Change Risk Profile*, 2017

<sup>23</sup> World Bank Climate Change Knowledge Management Portal, 2021

<sup>24</sup> Global Climate Risk Index, Philippines, 2021



Source: Elaborated by OEV based on data from Asian Disaster Reduction Center (ADRC), data extracted on 05.01.2022

## Education

14. The Philippines has an education system, providing a wide range of education levels from early years up to college and university across the country. The Philippines overall literacy rate level is quite advanced accounting at 98.2% in 2018 with primary and secondary school enrolment rates reaching 99.1% and 93.9% respectively in 2019. Disaggregating by gender, the female primary and secondary school enrolment rate accounts for 97.6% and 93.6% respectively, while the male primary and secondary school enrolment rate account to 100.6% and 85.9% respectively, over the same period of time<sup>25</sup>. The percentage of population with at least secondary education was 73.2 in 2019. In 2016, the Department of Education launched an educational reform with the aim to increase the compulsory basic education cycle up to 13 years<sup>26</sup>. The Government of Philippines has a School-Based Feeding Program which WFP supports through enhancing of production of iron-fortified rice for the school meals. The lack of face to face classes for two years due to COVID shut down and the impact on education levels is a major concern.

## Gender equality and women's empowerment

15. The Philippines is ranked 107 out of 169 countries in the Gender Inequality Index<sup>27</sup>. It remains the best performing country in Asia in terms of closing the gender gap, according to the Global Gender Gap Report 2020 of the World Economic Forum. The report shows that the Philippines has closed 78% of its overall gender gap, garnering a score of 0.781 ().<sup>28</sup> The Philippines Gender Equality and Women's Empowerment Plan 2019-2025 facilitates the implementation of the country's national and international commitments to gender equality and women's empowerment.<sup>29</sup>

## Migration, refugees and internally displaced people

16. Being particularly sensitive to natural hazards and disasters, the Philippines registers a high number of new internally displaced persons every year. Due to its geographic position and socioeconomic situation,

<sup>25</sup> World Bank, World Development Indicators, 2021

<sup>26</sup> Asian Development Bank, *Advancing the K-12 reform from the ground*, 2020

<sup>27</sup> UNDP, Human Development Report 2020

<sup>28</sup> <https://pcw.gov.ph/philippines-drops-8-places-in-gender-equality-remains-top-in-asia/#:~:text=The%20Philippines%20remains%20the%20top,799%20in%202019>.

<sup>29</sup> <https://pcw.gov.ph/gewe-plan/>



disasters and conflicts are the main drivers of displacements in the Philippines. In 2020, disasters led to a total of 145,000 internally displaced persons, while conflict and violence in Mindanao caused a total of 153,000 internally displaced persons<sup>30</sup>. The Disaster Risk Reduction and Management Act of 2010 strengthens the Philippines' implementation of actions and measures for direction and mitigation in catastrophes and is a very important step towards achievement of an enhanced response program for disaster risk reduction. The Philippine Government, through the National Disaster Risk Reduction Management Council has formulated several memorandums, guidelines, and protocols that call for a more efficient and effective mitigation of, preparedness for, response to, and recovery from earthquake and tsunami disasters.<sup>31</sup>

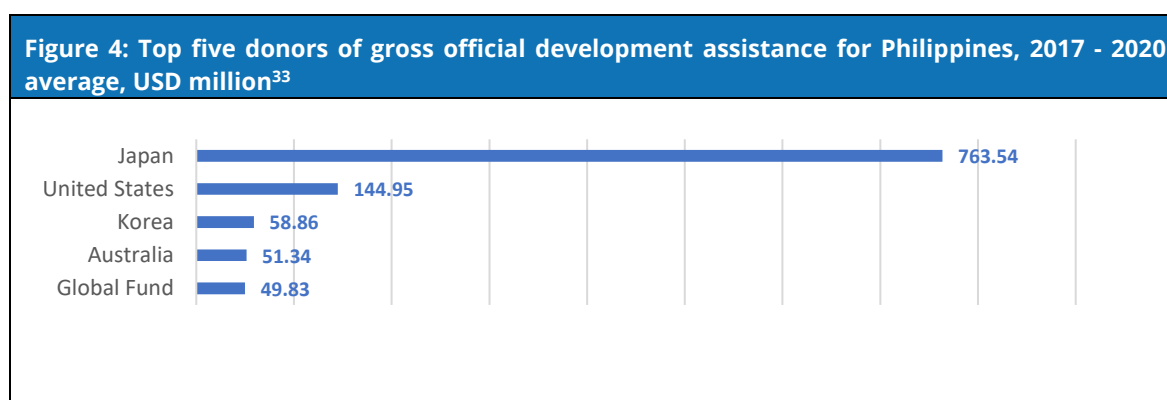
### International assistance

17. During the period 2017–2019, the Philippines received a yearly average of USD 1190.9 million net official development assistance (ODA), and during the period 2019–2021 an annual average of USD 37.1 millions of humanitarian aid flows. The proportion of net ODA per GDP increased by 0.2 percent over the period 2017–2019, along with humanitarian funding which increased by 146% from 26.3 million to 64.7 in 2020, as showed in figure 3.



Source: OECD website – OCHA FTS, data extracted on [31/12/2021]

18. The top 5 sources of official development assistance have been Japan, the United States of America and Korea, Australia and the Global Fund (see Figure 4).



Source : OECD-DAC web site (Data extracted on 11 /01/2022)

19. Disaggregated by sector, most of the flows of Official Development Assistance to Philippines for the period 2017 -2020- have been allocated to the following sectors: transport and storage (24%) followed by general budget support (24%) then by interventions dedicated to government and civil support (14%) as well as education (10%). The remaining sources are distributed to agriculture, forestry and fishing (8%)

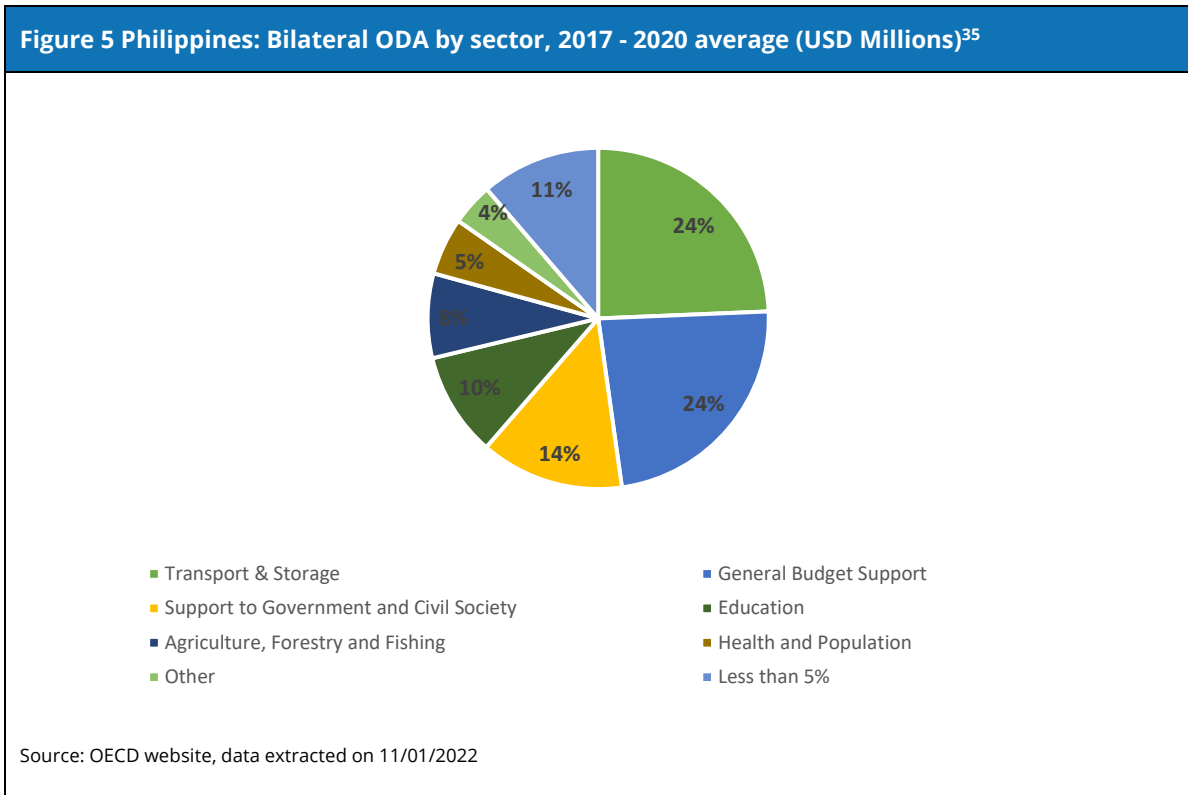
<sup>30</sup> Internal Displacement Monitoring Center, Philippines, 2020.

<sup>31</sup> [https://www.preventionweb.net/files/62898\\_nationaldisasterresponseplanforeart.pdf](https://www.preventionweb.net/files/62898_nationaldisasterresponseplanforeart.pdf)

<sup>32</sup> Data for humanitarian funding in 2021 may be preliminary. The ODA data are only available for the years 2017 - 2019

<sup>33</sup> ODA Data for 2021 are not available

as well as health and population (5%). Finally, little resources have been distributed to environment and emergency preparedness and response (5%), humanitarian aid and emergency response (1%) energy (1%) and water and sanitation (1%), food and other commodity aid (less than 1%)<sup>34</sup>; these latest figures have been aggregated under "Less than 5% " label in figure 5.



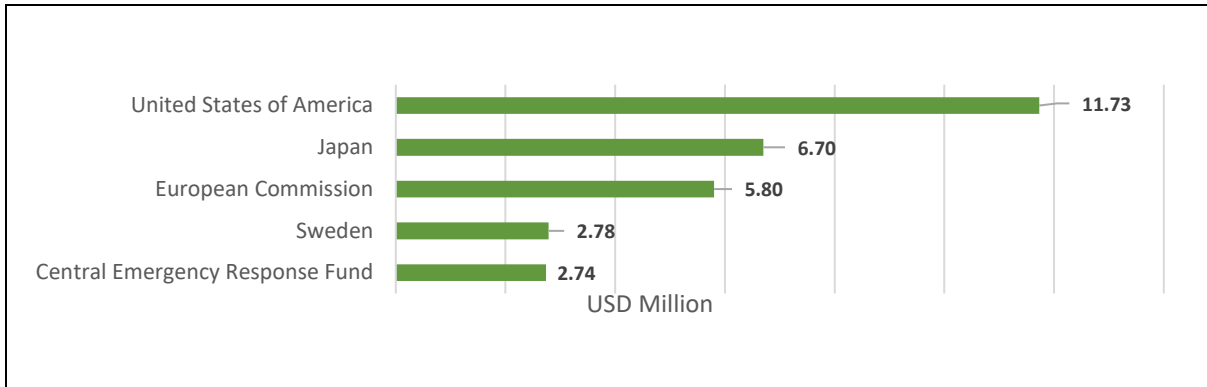
20. Figure 6 below presents the top 5 donors of **humanitarian assistance** for Philippines over the period 2017 – 2021 which have been the **United States of America, Japan, the European Commission, Sweden** and the **Central Emergency Response Fund**. Most of the bilateral donors share a strategic focus on economic growth, the promotion of sustainable investments, environmental resilience as well as enhanced peace and stability in the conflict affected areas of Mindanao. With reference to the sectoral allocation of resources, in 2021 the main humanitarian funding was mostly for water sanitation hygiene (8%), food security (23.6%) multiple sectors (18.5%) as well as coordination and support services (9.5%)<sup>36</sup>

**Figure 6: Top five donors of humanitarian assistance for Philippines, 2017 - 2021 average, USD million**

<sup>34</sup> The Philippines also receives significant development support from the IFIs operating in the country, including the Asian Development Bank and the World Bank.

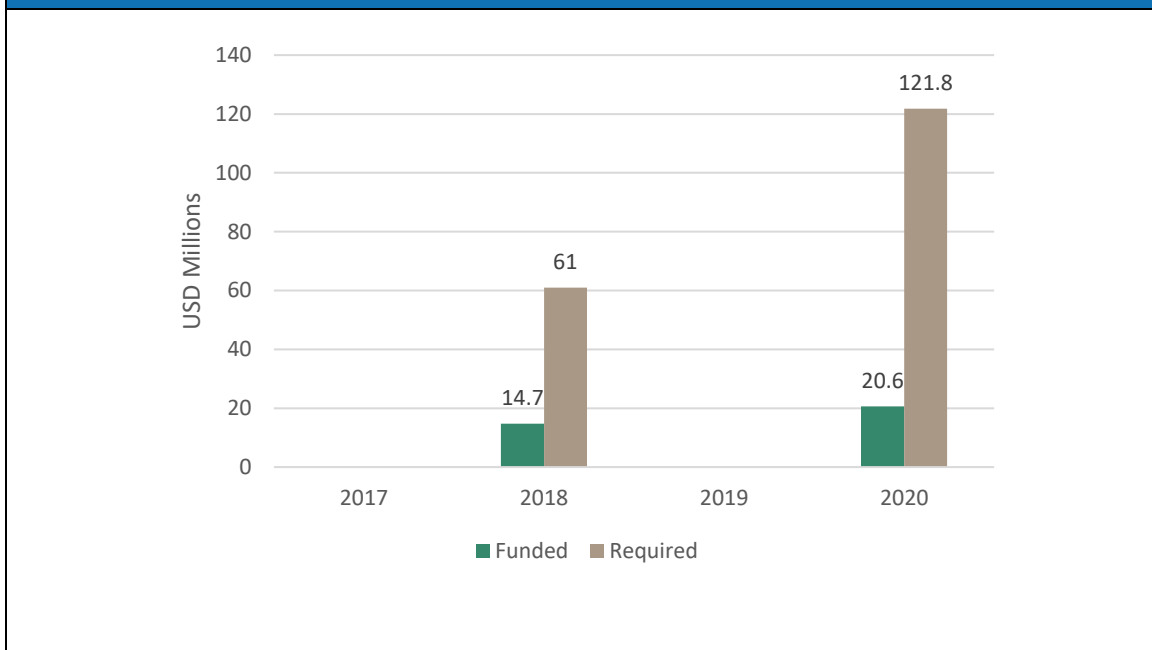
<sup>35</sup> ODA data for 2021 are not available

<sup>36</sup> OCHA, Financial Tracking Service, 2021.



Source: UN OCHA – FTS websites, data extracted on 31/12/2021

**Figure 7: Philippines: Funding for response plans and appeals (2017-2020) (sub-component of total Humanitarian Assistance)**



Source: OCHA FTS website, data extracted on 03/01/2022 ( data for 2017 and 2019 not available)

21. The current United Nations Philippines Partnership Framework for Sustainable Development ( 2019 – 2023) leverages the expertise, capacity and resources of the United Nations to support the Government’s national development priorities aims to align with National Strategic Development Plans such as the Philippines Development Plan (PDP) and the national vision Ambysion Natin 2040. It has identified three strategic pillars with the following desired outcomes:

- **People:** The most marginalized, vulnerable, and at risk people and groups benefit from more inclusive and quality services and live in more supportive environments where their nutrition, food security, and health are ensured and protected.
- **Prosperity and Planet:** Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities.
- **Peace:** National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of more inclusive and responsive governance systems, and accelerating sustainable and equitable development, for just and lasting peace in conflict-affected areas of Mindanao.

22. An independent evaluation of the UNDAF (2012 – 2018) found that while the framework was strongly valued and appreciated by national counterparts, its effectiveness and value added to deliver as one was not very successful, as agencies continued to rely on individual programs rather than on joint programming adding more demands to national counterparts. The main recommendations on the next cooperation framework focused on the need to narrow the focus on areas where the UN would be able to work together through joint programming as well as enhancing the partnership model. Also, in 2020, the United Nations Country Team developed a Socio Economic and Peace Building Framework for COVID-19 Recovery in the Philippines (2020 – 2023), with the aim to forecasts the action needed to support the Government to achieve a robust post pandemic recovery as well as to back the peace process in the Bangsamoro Autonomous Region in Muslim Mindanao.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

23. CSPEs were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in November 2023.

### 2.2. OBJECTIVES

24. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Philippines; and 2) provide accountability for results to WFP stakeholders.

### 2.3. STAKEHOLDER ANALYSIS

25. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Bangkok and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Philippines, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4: Preliminary Stakeholder analysis.
26. The following analysis recognizes that the evaluation can affect these groups differently based on various interests, power relations, roles, and gender. At the inception phase, a more detailed gender perspective will be sought from both the duty-bearers (e.g., CO senior management, gender focal point and Government’s Ministry of Women) and rights-holders (women, men, girls and boys and food insecure households, and children supported by the national school meals). The CSPE will interview a sample of household members, health and family planning workers, community leaders, teachers and religious leaders, indigenous people, decommissioned and soon to be decommissioned combatants, ASG surrenderers and other conflict affected populations about performance, results of WFP support as well as to learn directly from their voices and experiences in this regard.
27. The Government stakeholders drive national policy, strategy and operations, which in turn directly impacts how WFP operates and engages in the country. The CSPE will seek the perspectives of national and regional stakeholders including BARMM government on WFP’s role. The CSPE can provide useful

lessons and should enable national policy makers to sharpen their view of opportunities for synergies and coordination to support national strategies; and ensure that WFP's future contributions are best attuned to national needs and policy – within any future CSP and UNSDCF. Ministries and local governments have interest in programme effectiveness, results and sustainability through continuous ownership of initiatives, strong political support at various levels, including local line-departments and local administrations; and flow of resources. They include the Department of Social welfare, department of health, Department of Economy, Department of Agriculture, Irrigation and Livestock, the Department of Rehabilitation and Rural Development, the Philippine Commission on Women, the National Disaster Management Authority, National Economic and Development Authority, Department of Agriculture, National Irrigation Authority, Bureau of Animal Industry, Department of Interior and Local Government, Philippine Commission on Women, National Disaster Risk Reduction and Management Council, Department of Health and relevant attached agencies (i.e. National Nutrition Council and Food and Drug Administration) and national and BARMM Government ministries (MAFAR, MENRE, MILG, BPDA).

28. WFP works closely with other United Nations agencies. The UN country team (UNCT)'s coordinated 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.
29. In line with national and regional strategies on disaster risk reduction, climate change adaptation and support to returnees, and in collaboration with FAO, IOM, , WFP provides food or cash-based transfers (CBTs) that are conditional to recipients' participation in livelihood-support activities. In Since 2020, the CFW activities have been implemented in the framework of the convergence model with BARMM government. In addition, with FAO and UNICEF, WFP supports national institutions in leading coordination efforts and helping to create a safety net for zero hunger that draws on WFP programmes and its beneficiary and transfer management platform that supports the WFP programme platform and is part of a wider social protection programme for equitably assisting vulnerable groups. WFP co-chairs the food security and agriculture cluster with FAO, and is an active member of the nutrition cluster, which is chaired by UNICEF. WFP also co-chairs interagency cash working group, leads logistics and ETC clusters. In line with national and regional priorities, WFP also provides support to Government for emergency response and shock responsive social protection; as well as national capacity strengthening for DASS; capacity strengthening for emergency telecommunications.
30. WFP partners with multilateral and bilateral donors, international financial institutions, in the design, funding and coordination of delivery of food assistance and country capacity strengthening. Main donors include Australia, Germany, Italy, New Zealand, Philippines, Private Donors, UN CERF, USA, and the World Bank.
31. Since 2021, WFP collaborates with NGOs on food security and nutrition both in development and emergency context. . The evaluation is expected to enable enhancement for partnerships between WFP and cooperating partners, clarifying mandates and roles and accelerating progress towards replication and hand-over.
32. Private-sector entities include activities supporting the creation of an innovative private-public partnership involving the strategic grain reserve, logistics infrastructure, the media, communications firms, and SUN Business network, collaboration with food panda, collaboration with private sector on rice fortification.
33. A more comprehensive general overview of the main preliminary stakeholders is provided in Annex 4: Preliminary Stakeholder analysis.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

34. WFP's work in the Philippines dates to 1968. Its operation ended in 1996, after which the organization re-established its presence in the country in 2006, to provide support and assistance in the conflict-affected provinces of Mindanao. As showed in Annex 1: Philippines, Map with WFP Offices in 2021, WFP presence in the country includes a country office in Manila, and one sub-office in Cotabato. Following the typhoon Rai outbreak in the country, in 2022 the CO opened additional sub-offices in Bohol and South Leyte as well as an area office in Caraga, covering Surigao City, Dianagat and Siargao islands.
35. WFP's support to the country focused on immediate and short-term interventions to respond to food insecurity and gender inequalities within conflict affected communities and enhancing the Government's response and preparedness to natural hazards and disasters. WFP work in the Philippines then significantly expanded, with a diverse portfolio of emergency and development-oriented interventions. Two Protracted Relief and Recovery Operations were implemented:
  - PRRO 200296 (May 2012-April 2014) on "Support for Returnees and other Conflict-Affected Households in Central Mindanao, and National Capacity Development in Disaster Preparedness and Response", and
  - PRRO 200743 (April 2015- March 2018) on "Enhancing the Resilience of Communities and Government Systems in Regions Affected by Conflict and Disaster".
36. An evaluation of PRRO 200296 suggested integrating disaster risk reduction and livelihood work into local plans and hazard profiling and introducing a more holistic approach to school meals through technical advisory work and advocacy in the areas of nutrition. Another inter-agency humanitarian evaluation of the level 3 emergency response to Typhoon Haiyan in 2014, identified a need for all actors to improve disaster preparedness mechanisms and approaches to responding to major emergencies, especially with regard to needs assessments, response analysis, coordination and the generation of evidence.
37. In 2016, WFP commissioned a "Strategic Review of Food and Nutrition Security in the Philippines " with the aim to identify specific gaps and opportunities to achieve SDG 2, through the adoption of a comprehensive and integrated approach to address food insecurity and malnutrition in the country. It identified the following key gaps and challenges:
  - Planning gaps and a lack of policy coherence among key national and local development plans.
  - Governance and service delivery gaps, where food security and nutrition governance structures are unable to transcend the overlap and fragmentation of investments and actions by various actors, both national and local.
  - Lack of resources dedicated to addressing food security and nutrition challenges and thus to achieving SDG 2.
  - Implementation gaps for national food security and nutrition programmes, particularly with respect to the breadth of coverage, targeting and sustainability.
  - Weak accountability, with the dispersion of activities related to food security and nutrition making it difficult to exact compliance under existing mechanisms.
  - Unresponsive food systems, with trade distortions, inefficient logistics, post-harvest losses and uncompetitive policies and marketing practices.
37. The report defined a set of recommendations whose implementation involves a wide range of stakeholders from civil society organizations to the private sector. Building on the recommendations, WFP would emphasize enhancing local governance structures, plans and budget allocations for effective cross-

sectoral collaboration and prioritization of food security and nutrition. This would include advocacy to ensure that adequate attention and resources are allocated to advancing gender equality as needed to achieve food security and nutrition goals. WFP would further support the Government in enhancing multi-sectoral coordination.

### Transitional interim Country Strategic Plan (T-ICSP, January-June 2018)

38. In the first half of 2018, PRRO 200743 was followed by a T-ICSP (USD\$ 4.85 million), designed to build the resilience of vulnerable to 130,700 direct beneficiaries and to work with the government to improve response structures and policy frameworks through the following Strategic Outcomes (SO):

- SO1: Vulnerable boys, girls, men and women in the Philippines have adequate and equal access to food in line with government targets, all year round.
- SO2: Boys, girls, men and women in areas affected by disaster or conflict, have adequate access to food in line with government targets, all year round.
- SO3: Women, boys and girls have adequate nutritional status in line with government targets by 2022.
- SO4: National and regional government have enhanced capacities to reduce vulnerabilities to shocks by 2018.

For additional details on WFP operations in the years preceding the CSP, see Annex 6: WFP Philippines presence pre CSP years.

### Country Strategic plan (CSP, July 2018–June 2023)

39. Informed by the Strategic Review of Food and Nutrition Security, the CSP (USD33 million) was designed to reduce malnutrition and build the resilience of 128,000 vulnerable people. Under this framework, WFP intended to work with the Government to improve response structures and policy frameworks through four strategic outcomes as follows:

- SO1: Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency. ➤
- SO2: Women, boys and girls in provinces prioritized by the Government have adequate and healthy diets to reduce malnutrition by 2022 in line with government targets.
- SO3: Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets.
- SO 4: National and local government agencies have enhanced capabilities to reduce vulnerability to shocks by 2022.

Table 1: WFP/Philippines CSP 2018 - 2023 overview of Strategic Outcomes (SO and Activities)				
SDG Target	WFP SR	Focus Area	Strategic Outcomes	Activity and Modality
SDG 2.1	SR 1	Crisis Response	<p><b>SO 1:</b> Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency</p>	<p><b>Activity 1:</b> Provide unconditional nutrition-sensitive food assistance, through the Government’s safety nets or partners, and appropriate logistical support to crisis-affected communities following natural hazards or human-induced shocks and disruptions.  <b>Beneficiary groups:</b> Households (Tier 1)  <b>Modality:</b> Cash Based Transfers, IK, voucher</p>

Table 1: WFP/Philippines CSP 2018 - 2023 overview of Strategic Outcomes (SO and Activities)				
SDG Target	WFP SR	Focus Area	Strategic Outcomes	Activity and Modality
SDG 2.2	SR 2	Root Causes	<b>SO 2:</b> Women, boys and girls in provinces prioritized by the Government have adequate and healthy diets to reduce malnutrition by 2022 in line with government targets,	<b>Activity 2:</b> 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 <b>Beneficiary groups:</b> Tier 1 <b>Modality:</b> CS
			<b>SO 3:</b> Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets	<b>Activity 3:</b> Support the government of the Autonomous Region in Muslim Mindanao 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 <b>Beneficiary groups:</b> Households and Individuals (Tier 1) <b>Modality:</b> CBT, Food, CS
SDG 17.9	SR 5	Resilience	<b>SO 4:</b> National and local government agencies have enhanced capabilities to reduce vulnerabilities to shocks by 2022	<b>Activity 4:</b> Support national and local capacities for disaster risk reduction and management and climate change adaptation <b>Beneficiary Groups:</b> Tier 2 <b>Modality:</b> CS
				<b>Activity 5:</b> Strengthen and augment government and partners' emergency preparedness and response capacities to include supply chains and emergency telecommunications <b>Beneficiary Groups:</b> Tier 2 <b>Modality:</b> CS

40. Additional details on the CSP strategic outcomes and activities are provided in Annex 7: Line of sight, which is updated as per the latest Budget Revision (BR 7).

41. During the seven budget revisions, the changes included introducing: a) additional food commodities (rice, beans and vegetable oil) which were not part of the initial food basket; b) a new modality (cash-based transfer) under the strategic outcome 3; c) a three-months un-conditional cash transfer intervention to about 50,000 people displaced by the armed conflict in Mindanao; d) additional capacity to implement CBT and increased food tonnage to implement emergency school feeding and general food distribution; e) CBT for 2020 as well as an extension of the food distribution; f) increase in capacity strengthening to implement an ICT project; g) reduction the volume of the activity under SO1; h) increase emergency response under SO 1, Activity 1 due Typhoon in 2020.

42. The Philippines CSP initially targeted beneficiaries directly (tier 1) under activities 1, 2 and 3, while the wider population (tier 3) will benefit from improved policies and programmes under activities 2, 3, 4 and 5. As per the latest data available, WFP Philippines reached a total of 624,000 actual beneficiaries, under the current CSP; this figure includes girls (32%), boys (31%), women (20%) and men (17%).

43. The current CSP offered an opportunity to reassess needs and transfer modalities and determine the most appropriate ones for women, men, girls and boys. With reference to the transfer modalities, the CO mostly



relied on **food transfers** (173 mt in 2020)<sup>37</sup> and **cash-based transfers** (US\$ 433,633 in 2020)<sup>38</sup>. Additional details on food and cash based transfers as well as the actual and planned number of beneficiaries per year and strategic outcome are provided in Annex 8: Key information on beneficiaries and transfers WFP also collaborates with BARMM transition government and LGU under the Convergence Model, and supports MAFAR with the elaboration of Food Security and Nutrition Roadmap.

### Financial overview of the CSP

44. The original Needs Based Plan stated in the original CSP accounts to USD 33,015,920. However, the CSP budget has been subsequently revised 8 times with the latest budget revision (BR 8) being approved in April 2022<sup>39</sup>, times, reaching a total of USD 93,935,978<sup>40</sup> through the following Budget Revisions:

- **Budget Revision 1** (August 2018), augmenting the budget to USD **40,683,215** reflecting unanticipated changes within the activities falling under the strategic outcomes 1 and 3 in order to be able to continue supporting through food provisions to the displaced people in the city of Marawi and to introduce additional food commodities (rice, beans and vegetable oil) which were not part of the initial food basket, respectively. Also, this budget revision allowed the country office to introduce a new modality (cash-based transfer) under the strategic outcome 3.
- **Budget Revision 2:** The budget revision was a technical revision with no incidence on beneficiaries and transfers.
- **Budget Revision 3 (April 2019)**, increasing the budget to USD **42,437,324**, reflecting changes under the SO1 activity 1, introducing a three-months un-conditional cash transfer intervention to about 50,000 people displaced by the armed conflict in Mindanao. This action was taken in response to a direct request of the Bangsamoro Transition Authority to WFP.
- **Budget Revision 4 (December 2019)**, leading to a budget increase equal to USD 50,642,692. This introduced additional capacity to implement CBT and increased food tonnage to implement emergency school feeding and general food distribution in the event of an emergency under SO 1. In addition, this budget revision is also reflected in SO 3, introducing an additional CBT modality for 2020 as well as a planned extension of the food distribution from 6 to 12 months over 2020. Finally, this revision covered significant increases for the SO 4, Activity 5. More specifically, the latter benefitted from a 120 percent (US\$ 6,907,391) increase on the activity level budget which covers the planned increase in capacity strengthening to implement an ICT project in partnership with the Government of the Philippines.
- **Budget Revision 5 (September 2020)** decreasing the budget to USD 46,589,733. This budget revision reduces the volume of the activity under SO1 to a minimum with the removal of the food modality and reduction in planned cash-based transfers (CBT). This reflects WFP's shift from direct delivery to an enabling role which has materialized earlier than originally planned, in line with the Government priorities.
- **Budget Revision 6 (December 2020)** augmenting the budget to USD 48,555,771 with the aim to increase the requirements of emergency response under SO 1, Activity 1 of the CSP, in line with the increased need of assistance of several households who were deeply affected by a series of strong typhoons that hit the country towards the end of 2020.
- **Budget Revision 7 (December 2021)** increasing the budget to 60,616,108 USD. Through this revision, WFP will increase the crisis response budget under SO 1 to support the implementation of an anticipatory action; Also, this revision allows for the distribution of fortified rice under the existing food assistance for assets interventions under SO 3.

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<sup>37</sup> WFP Philippines, Annual Country Reports 2020

<sup>38</sup> WFP Philippines, Annual Country Reports 2020.

<sup>39</sup> In view of the Typhoon Rai response, in 2022 the CO started a new Budget Revision (BR8), amounting to USD 94 million, which is currently under review by the Executive Board.

<sup>40</sup> BR 8, WFP

**Budget Revision 8 (March 2022)** increasing the budget to 93,935,878 USD. Through this revision, WFP intends to respond to the Super Typhoon Rai (local name Odette) which hit the country in December 2021 affecting 9.9 million people. The situation led the country office to increase the budget under SO 1 and SO 4 for crisis response activities and logistics and telecommunications support respectively.

Table 2 Cumulative financial overview (USD)							
Focus Area	Strategic Outcome	Activity	Original Needs Based Plan	Needs-based plan as per last BR	Allocated resources	Expenditures	Resourcing Level
Crisis Response	SO 1	Act. 1	5,014,244 15%	42,964,776.25 53%	27,623,638.79 53%	14,185,112.67 51%	51%
	Subtotal SO 1		<b>5,014,244 (15%)</b>	<b>42,964,776.25 (53%)</b>	<b>27,623,638.79 (53%)</b>	<b>14,185,112.67 (51%)</b>	<b>51%</b>
Root Causes	SO 2	Act. 2	5,913,694 18%	3,823,023 5%	64,127 1%	573,845 2%	<b>89,5%</b>
	Subtotal SO 2		<b>5,913,694 (18%)</b>	<b>3,823,023.00 (5%)</b>	<b>64,127.00 (1%)</b>	<b>573,845.00 (2%)</b>	<b>89,5%</b>
Resilience Building	SO 3	Act 3	7,008,854 (21,2%)	14,467,449 18%	12,859,040 25%	6,936,763 25%	54%
	Subtotal SO 3		<b>7,008,854 (21,2%)</b>	<b>14,467,449.28 (18%)</b>	<b>12,859,040 (25%)</b>	<b>6,936,763 (25%)</b>	<b>54%</b>
	SO 4	Act. 4	9,290,518 -28%	6,174,888 8%	2,261,431 4%	1,969,757 7%	87%
		Act. 5	5,806,187 (17,5%)	13,786,767 17%	7,216,048 14%	4,007,040 14%	56%
	Subtotal SO 4		<b>15,096,705 (46%)</b>	<b>19,961,655 (25%)</b>	<b>9,477,479 (16%)</b>	<b>5,976,797 (18%)</b>	<b>63%</b>
Non-Activity Specific			0	0	0	0	0%
Non SO specific			0	0	<b>140,7602,14 (3%)</b>	0	3%
Total operational costs			33,033,497 100%	81,216,903 100%	52,009,057 100%	27,672,518 100%	62%
Total direct support costs			-	<b>6,985,799</b>	<b>5,871,782</b>	<b>3,417,114</b>	82%
Total indirect support costs			-	<b>5,733,176</b>	<b>2,990,404</b>	<b>2,990,404</b>	100%
<b>Grand total cost</b>			<b>33,033,497.00</b>	<b>93,935,878</b>	<b>60,871,244</b>	<b>34,080,036</b>	-

Source: SPA Plus and IRM Analytics, data extracted on 29/04/2022

45. The latest data available show that, as of March 2022 the Philippines CSP (2018 – 2023) has been funded at **62,59%**<sup>41</sup>. As shown in the figure below, the major funding sources come from (i) USA (13%) followed by (ii) the Government of the Philippines (12.08%) (iii) Japan (10.46%) (iv) Flexible Funding Sources (8.71%) and the UN CERF (8%). Looking at the budget allocation, the bulk of the CSP resources have been budgeted under SO 1 (53%) followed by SO 4 (25%), SO 3 (18%) and SO 2 (5%).

<sup>41</sup> BR 08

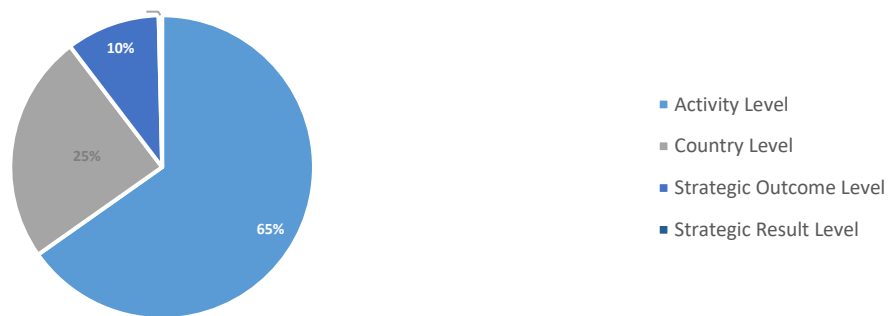
**Figure 8 : Philippines CSP 2018 – 2023: Overview of the main funding sources**



Source: Factory, data extracted on 29/04/2022

46. Overall, 60% of confirmed donor contributions are allocated by **activity level**, followed by 25% at **country level** and 10% at **strategic outcome level**.

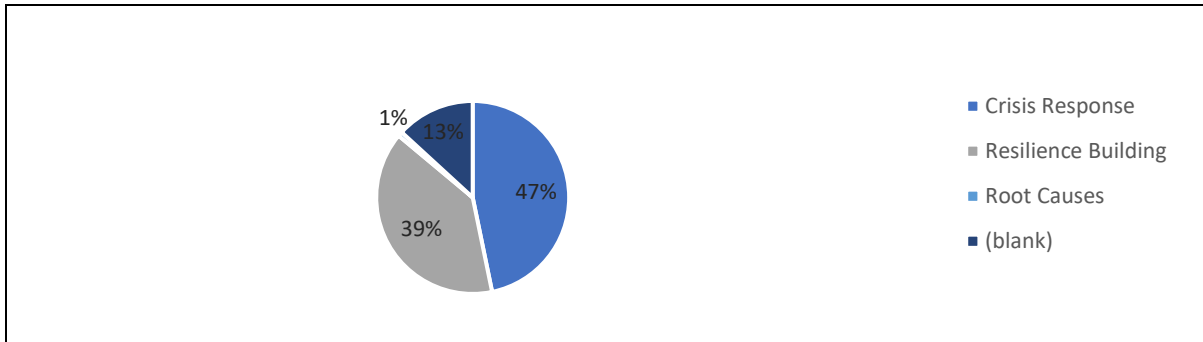
**Figure 9 : Philippines CPB (2018-2023): directed multilateral contributions by earmarking level**



Source: Factory data extracted on 29/04/22

45. With reference to the CSP focus areas, the figure below shows how the greatest bulk of confirmed contributions is allocated to the crisis response **focus area (47%)** followed by **resilience building (39%)** and **root causes (1%)**. As shown in the figure below, 13% of confirmed contributions are not allocated by focus area. In September 2021, the country conducted a mid-term review of the CSP to analyze the extent to which it is on course to achieve its desired results and to identify constraints and enablers of implementation. The report is available for reference by the evaluation team. The ongoing decentralized evaluation commissioned by the country office is assessing performance of WFP's support in capacity strengthening as envisioned in the CSP since 2018.

**Figure 10: Philippines CPB (2018- 2023): breakdown of confirmed contribution by focus area**



Source: IRM Analytics, data extracted on 29/04/2022

## Staffing

47. As of December 2021, the WFP Philippines Country Office had a total of 79 staff, (54% women and 47% men). Approximately, most staff holds a short-term contract (85%) with only few officers operating under a long-term contract (15%). To this end, the CO went through a process of fixed terms conversion of staff, according to which 26 staff have been converted to fixed term arrangements in 2022., Finally, most of WFP staff in the country office are Filipino nationals (92%), while the rest of the staff is international (8%).

## 3.2. SCOPE OF THE EVALUATION

48. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 2017- mid 2022. The reason for a longer time frame (beyond the country strategic plan) it enables the evaluation to assess key changes in the approach including the transition from the PRRO 200296 to interim transitional CSP and the CSP. Within this timeframe, the evaluation will look at how the country strategic plan builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are. The unit of analysis is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the T-iCSP and CSP document approved by WFP Executive Board (EB), as well as any subsequent approved budget revisions.

49. Connected to this, the evaluation will focus on assessing WFP contributions to country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

50. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the Philippines. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan. It will exert more focus on assessing cost-efficiency and cost-effectiveness, and the CO's approach to the joint programming with other UN agencies, and partnerships with the International financial institutions.

51. The CSPE will consider the mid-term review and the currently ongoing decentralized evaluation of the CCS activities implemented under the Philippines CSP from July 2018 to mid-2022 until the end of the data collection phase of the CSPE. The CSPE will make use of and triangulate the data collected through other relevant assessments, evaluations, and reports as appropriate, including the set of annual outcome monitoring reports available. The CSPE will specifically consider the results of the mid-term review in the area of alignment, targeting, comparative advantages, strategic positioning, capacity strengthening support at various levels, gender and county office capacity. The mid-term review recommended the following:

- Review and recalibrate the annual targets of the SOs to ensure alignment with expected results. Targeting must take into account funding and staffing prospects under a fast-changing socio-economic and political context
- Utilize scenario planning and policy/project support interventions at regional and local levels with the close involvement of non-government stakeholders and the private sector
- Analyse the Social Protection landscape with an eye to the comparative advantage of DASS tools (e.g., SCOPE) and WFP's positioning vis-à-vis other development partners
- maximize the benefits from CSP's alignment with global and national priorities to develop local and international partnerships towards active and visible engagements
- Update gender and protection analysis while closely monitoring the implementation of the Gender Action Plan
- Review the organizational structure and staffing requirements with the view towards realignments and augmentation

## 4. Evaluation approach, methodology and ethical considerations

### 4.1. EVALUATION QUESTIONS AND CRITERIA

52. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

<b>EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
<b>EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Philippines?</b>	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?

2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
<b>EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

53. With more depth, the evaluation will address the following lines of inquiry and themes:
- Role of WFP in CCS for food security, and in emergency preparedness and response
  - Measuring and evaluating WFP contribution to CCS in the Philippines
  - Staffing and resource challenges of the country office and multi-year funding for the CSP implementation
  - WFP's role in addressing climate change within the CSP
  - Transition from food aid to food assistance
  - Triple nexus (humanitarian emergency-development-peace)
  - Joint programming with other UN agencies, and
  - Partnerships with NGO's, regional and local governments at all appropriate levels
  - Partnerships with the International financial institutions including Asian Development Bank.
54. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
55. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning

the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

## 4.2. EVALUATION APPROACH AND METHODOLOGY

56. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).
57. In so doing, it places emphasis on strengthening the humanitarian, development and peace nexus, which implies applying a development and peace lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
58. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
59. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. data will be collected through different methods – and systematically triangulated to validate findings and avoid bias in the evaluative judgement. These include:
  - Desk review of UNDAF and related documents; WFP strategies, plans, monitoring data, and outcome monitoring reports, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases and other relevant documents including MTR and SEPF; Government policies and strategies and reports; Strategies and reports from donors and partner.
  - Semi-structured interviews with key informants, including with CO management and staff as sub- and field offices; WFP partners; Government counterparts at national and county level; UN, IFI's, NGOs; managers and technical staff from cooperating partners; etc.
  - Key Informant and group interviews with stakeholders and partners. The evaluation will conduct a mini-survey with affected people if the Covid-19 and safety situations allow.

- Direct observation: The ET should visit WFP sub-offices and a sample of activities covering all SOs in different sites. A detailed sampling strategy will be developed at inception stage.
60. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
61. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions (See Annex 10: Template for evaluation matrix). The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
62. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
- The quality of the gender analysis that was undertaken before the country strategic plan was designed
  - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
63. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex. The evaluation will give attention to assessing differential effects on men, women, girls, boys and other relevant socio-economic groups.
64. Provided there will not be covid-related travel restrictions, the evaluation can be conducted using the **standard approach of data collection**. Under this scenario, the entire external team should travel for the main data collection. Moreover, the team leader should travel to the Philippines for the inception mission and the CSPE workshop. Technical offers by evaluation firms should include fall-back provisions in case travel is restricted due to the COVID-19 pandemic. If Covid pandemic restrictions prohibit international consultants from travelling thus requiring **a hybrid approach**, which applies both remote and in country face-to-face interactions with stakeholders and partners in the Philippines.<sup>42</sup>

### 4.3. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the

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<sup>42</sup> In case of a full lock down in the Philippines in September 2022, WFP might consider a full remote approach.



situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

65. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation. The evaluation team will also consider the inception report for the decentralized evaluation on country capacity strengthening which in early 2022 will assess the capacity level of the Government in the chosen areas of collaboration, as well as the capacity level of WFP to be able to support/foster the envisioned capacity gains, at the start of the CSP in 2018. The extent of progress in government capacity from latent to moderate as well as WFP capacity to deliver capacity strengthening activities will be assessed using the reconstructed theory of change that is how did WFP think it was going to change government capacities, was it equipped to do this, and how realistic was the stated ambition. At this stage the following evaluability challenges have been identified:
- COVID-19 travel and movement restrictions in the Philippines may affect the coverage of field visits during the main mission.
  - The 2022 Philippine presidential and vice-presidential elections are scheduled to be held on Monday, May 9, 2022, as part of that year's general election can trigger greater fluidity in the overall context.
  - Initially, the CSP document did not include an explicit and comprehensive Theory of Change (ToC), potentially making it challenging for the Evaluation Team to draw theory-based conclusions on WFP's contribution to higher-level results. During the inception phase, the Evaluation Team is expected to review/reconstruct a ToC in consultation with the CO as a basis for the evaluation work. For this purpose, the evaluation team will consider the ToC developed by the country office in 2021.
  - Consistency of measurement and reporting at different level of results. Targets, baseline and follow-up data are missing for some indicators, see Annex 5: Evaluability assessment. The evaluation team will review and assess these limitations and devise a method to mitigate them.
  - The CSPE is conducted during the penultimate year of the current CSP, which excludes coverage of WFP CO performance from September 2022 onwards. This will have implications for the completeness of results reporting and attainment of expected outcomes during the remainder of the CSP period from September 2022 to December 2023.
66. There are relevant WFP evaluation reports that the CSPE can use as secondary sources of evidence, e.g. the mid-term review, and the inception report of the decentralized evaluation on country capacity strengthening, evaluation of WFP Philippines PRRO 200296, WFP strategic evaluation of the pilot country strategic plans, inter-agency humanitarian evaluation of the level 3 emergency response to Typhoon Haiyan, the evaluation of WFP's Partnership Strategy, the Strategic Evaluation of Funding of WFP's Work, the Policy Evaluations of Capacity Development, protection and humanitarian principles and access.
67. The 2017 Philippines National Demographic and Health Survey was carried out by the Philippine Statistics Authority and provides recent data. Regarding the monitoring of progress towards the SDGs, the 2016 Philippines Voluntary National Review offers an assessment of data availability.<sup>43</sup> The evaluation team should review relevant national data available at the Philippine statistics authority during the inception and main phases of the evaluation. Annex 5: Evaluability assessment provides additional details on how the CSP indicators have been reported across years and strategic outcomes.

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<sup>43</sup> Government of Philippines *Voluntary National Review towards the 2030 agenda*, 2016

#### 4.4. ETHICAL CONSIDERATIONS

68. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, 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 do no harm to participants or their communities.
69. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Philippines, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

#### 4.5. QUALITY ASSURANCE

70. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
71. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.
72. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

## 5. Organization of the evaluation

### 5.1. PHASES AND DELIVERABLES

73. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3: Timeline presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively. This tentative timeline considered the annual country office reporting exercise for 2021, the ongoing WFP responses to the Typhoon emergencies, and the data collection and reporting phases of the decentralized evaluation on the county capacity strengthening.

Table 3: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables

1. Preparations	<b>February 14-28, 2022</b> <b>March 11, 2022</b> <b>March 21, 2022</b> <b>March 22, 2022</b>	Review of draft ToR by CO/IRG Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	<b>May 24-27, 2022</b> <b>June 6-10, 2022</b> <b>September 15, 2022</b>	HQ briefing Inception mission Inception report
3. Data collection	<b>September 22-October 13, 2022</b>	Evaluation mission, data collection and exit debriefing
4. Reporting	<b>October 15 - November 15, 2022</b> <b>November 18, 2022- January 15, 2023</b> <b>January 18-19, 2023</b> <b>March 10, 2023</b> <b>May 30, 2023</b>	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report editing
5. Dissemination	<b>June 15- November 2023</b> <b>November 2023 - 2024</b>	Management response and Executive Board preparation Wider dissemination

## 5.2. EVALUATION TEAM COMPOSITION

74. The CSPE will be conducted by a gender balanced team of 4 international (including a researcher) and 1 national consultant with relevant expertise as per Table 4 below. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

**Table 4: Summary of evaluation team and areas of expertise required**

Areas of CSPE	Expertise required
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<p>Team Leadership (over 15 years of experience)</p>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the ability to resolve problems.</li> <li>• Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities and of evaluation in humanitarian and recovery contexts.</li> <li>• Specialization in one of the following areas: CCS, joint programming with other UN agencies and international financial institutions, food assistance, emergency preparedness, gender analysis; Programme efficiency and cost effectiveness.</li> <li>• Relevant knowledge and experience in the Philippines or similar context; understanding of key players within and outside the UN System; strong, experience of evaluating country programmes, monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time. Strong analytical, synthesis, report writing, and Fluency and excellent writing skills in English.</li> </ul>
<p>Agriculture / Food Security/Livelihoods and resilience (over 10 years)</p>	<ul style="list-style-type: none"> <li>• Strong technical expertise in resilience, one of the key drivers of the new CSP, value chains and social protection.</li> <li>• Strong familiarity with the humanitarian, development and peace nexus discourse. Conflict sensitivity analysis and climate change.</li> <li>• Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.</li> </ul>
<p>Nutrition and Health (over 10 years)</p>	<ul style="list-style-type: none"> <li>• Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context.</li> <li>• Evaluation of nutrition and nutrition-related value chain</li> <li>• Familiarity with the latest evidence in nutrition and Health including Covid-19</li> </ul>
<p>Emergency preparedness and response, Logistics (over 10 years)</p>	<ul style="list-style-type: none"> <li>• Strong technical expertise in evaluating emergency and preparedness frameworks , logistics, supply-chain, and capacity building in those fields in similar contexts.</li> <li>• Common services and platforms including UNHAS and other relevant technical assistance for food security</li> </ul>
<p>Research Assistance (over 3 years)</p>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</li> </ul>

Other technical expertise needed by the team	<ul style="list-style-type: none"> <li>• The additional areas of expertise requested are: <ul style="list-style-type: none"> <li>○ Programme efficiency and cost effectiveness</li> <li>○ country capacity strengthening</li> <li>○ Gender equality and women's empowerment</li> <li>○ Humanitarian Principles and Protection including protection against sexual exploitation and abuse</li> <li>○ Humanitarian Access</li> <li>○ Accountability to Affected Populations</li> </ul> </li> </ul>
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### 5.3. ROLES AND RESPONSIBILITIES

75. This evaluation is managed by the WFP Office of Evaluation. Dawit Habtemariam has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He will be responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Silvia Pennazzi Catalani, Research Analyst, will provide research support to the CSPE. Aurelie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.

76. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in the Philippines; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Giorgi Dolidze, Head of Programme, has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

### 5.4. SECURITY CONSIDERATION

77. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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 evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

### 5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to

involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

78. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9: Communication and Knowledge Management plan) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

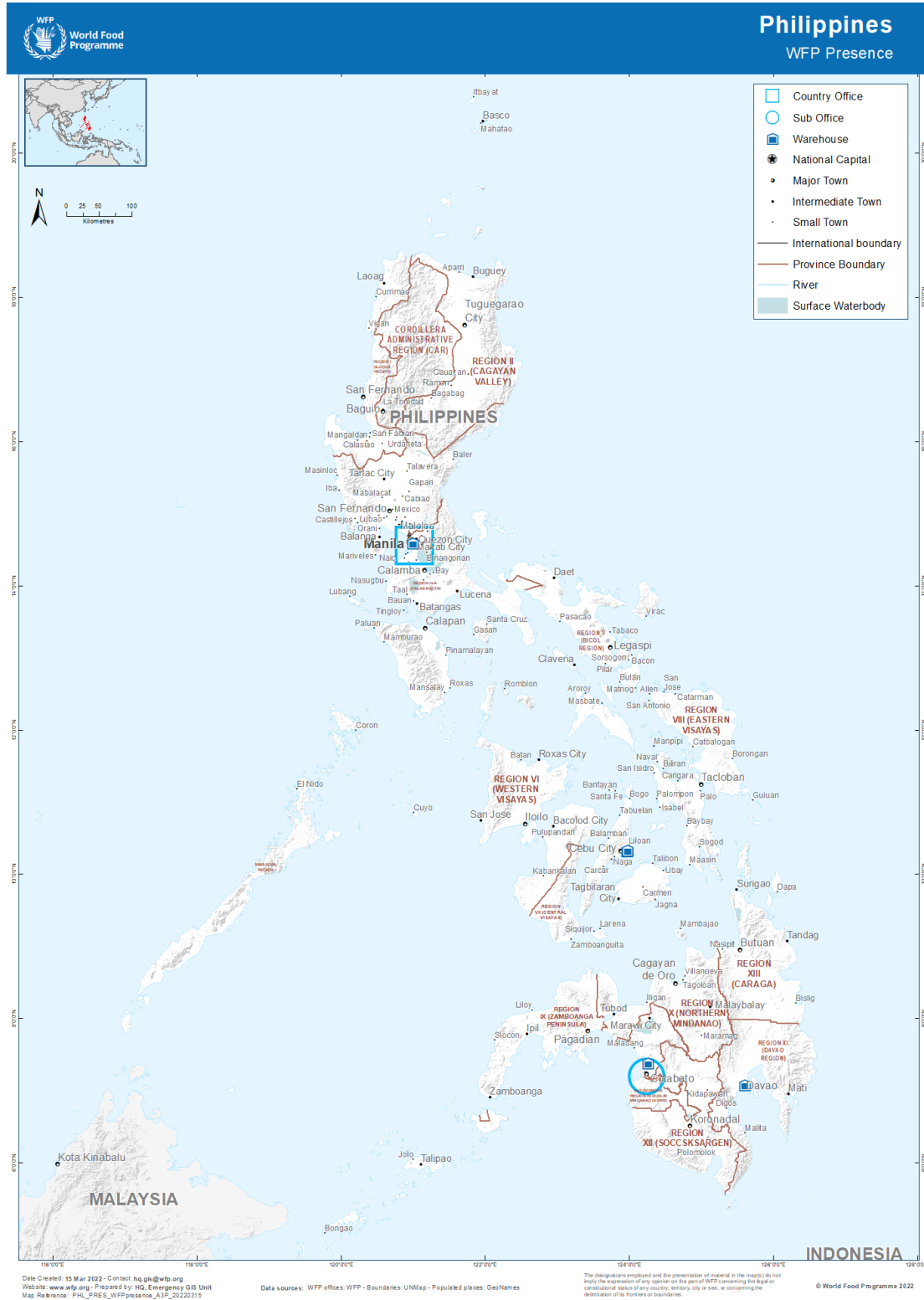
## **5.6. THE PROPOSAL**

79. The evaluation will be financed through the country portfolio budget.

80. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.

81. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

# Annex 1: Philippines, Map with WFP Offices in 2021



Source: WFP GIS UNIT

# Annex 2: Philippines Country Fact Sheet

	Parameter/(source)	2017	2018	2019	2020	2021
<b>General</b>						
1	Human Development Index (1)	0.708	0.711	0.718	no data	no data
2	Internally displaced persons (IDPs)	445,000	301,000	182,000	153,000	no data
3	Returned IDPs (5)					
<b>Demography</b>						
4	Population total (millions) (2)	105,172,921	106,651,394	108,116,622	109,581,085	no data
5	Population, female (% of total population) (2)	49.72	49.74	49.76	49.78	no data
6	% of urban population (1)	46.682	46.907	47.149	47.408	no data
7	Total population by age (1-4) (millions) (6)	11 477	11 477	11 477	10 616	10 616
8	Total population by age (5-9) (millions) (6)	10 945	10 945	10 945	11 398	11 398
9	Total population by age (10-14) (millions) (6)	10 542	10 542	10 542	10 907	10 907
10	Total Fertility rate, per women (10)	2.64	2.576	2.526	no data	no data
11	Adolescent birth rate (per 1000 females aged between 15-19 years) (9)	54.154	54.7592	55.3644	no data	no data
<b>Economy</b>						
12	GDP per capita (current USD) (2)	3123.245642	3252.110274	3485.340844	3298.829586	no data
13	Income Gini Coefficient (1)	44.6	42.3			
14	Foreign direct investment net inflows (% of GDP) (2)	3.12	2.86	2.30	n.a.	n.a.
15	Net official development assistance received (% of GNI) (4)	0.0	0.1	0.2	n.a.	n.a.
16	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	10.46	10.21	n.a.	n.a.	n.a.
17	Agriculture, forestry, and fishing, value added (% of GDP) (2)	10.18	9.65	8.82	10.18	n.a.
<b>Poverty</b>						
18	Population vulnerable to/near multidimensional poverty (%) (1)	7.3	n.a.	n.a.	n.a.	n.a.



	<b>Poverty</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
19	Population in severe multidimensional poverty (%) (1)	1.3	n.a.	n.a.	n.a.	n.a.
	<b>Health</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
20	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	121	no data	no data	no data	no data
21	Healthy life expectancy at birth (total years) (2)	70.95	71.095	71.231	no data	no data
22	Prevalence of HIV, total (% of population ages 15-49) (2)	0.1	0.1	0.1	0.2	0.2
23	Current health expenditure (% of GDP) (2)	4.44	4.40	no data		no data
	<b>Gender</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
24	Gender Inequality Index (rank) (1)	0.432	0.429	0.43	no data	no data
25	Proportion of seats held by women in national parliaments (%) (2)	29.5	28.0	28.0	28.0	no data
26	Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) (2)	45.42	45.99	47.55	no data	no data
27	Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)	15.32	14.35	13.6	no data	no data
	<b>Nutrition</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
28	Prevalence of moderate or severe food insecurity in the total population (%) (7)	52.5 (2016 - 2018)	52.5 (2016 - 2018)	no data	no data	no data
29	Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (%) (3)	5.6	no data	no data	no data	no data
30	Height-for-age (Stunting - moderate and severe), (0-4 years of age) all children (%) (3)		30.300 (latest data available)	)		
31	Weight-for-age (Overweight - moderate and severe), (0-4 years of age) (%) (3)		4.000 (latest data available)			
32	Mortality rate, under-5 (per 1,000 live births) (2)	28.7	28.0	27.3	no data	no data

	Education	2017	2018	2019	2020	2021
33	Adult literacy rate (% ages 15 and older) (1)	98.2 (2008 – 2018)	98.2 (2008 – 2018)			
34	Population with at least secondary education (% ages 25 and older) (1)	73.2	73.2	73.2	no data	no data
35	Current education expenditure, total (% of total expenditure in public institutions) (2)	no data	no data	no data	no data	no data
36	School enrolment, primary (% gross) (2)	107.5	101.9	99.1	no data	no data
37	School enrollment, primary and secondary (gross), gender parity index (GPI) (2)	1.0	1.0	1.0	no data	no data

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

# Annex 3: Timeline

Phase 1 - Preparation			Deadlines
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	February 14-28, 2022
	Comments on draft ToR received	CO	March 28, 2022
	Proposal deadline based on the draft ToR	LTA	March 21, 2022
	LTA proposal review	EM	April 2022
	Final revised ToR sent to WFP stakeholders	EM	May 18, 2022
	Contracting evaluation team/firm	EM	May 20, 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	May 24 - 27, 2022
	HQ & RB inception briefing	EM & Team	May 30- June 3, 2022
	Inception mission in Manila	EM + TL	June 6-10, 2022
	Submit draft inception report (IR)	TL	July 1, 2022
	OEV quality assurance and feedback	EM	July 5 - 22, 2022
	Submit revised IR	TL	July 11, 2022
	IR review	EM	July 11-15, 2022
	IR clearance to share with CO	DDoE	July 18- August 5, 2022
	EM circulates draft IR to CO for comments	EM	August 8-22, 2022
	Submit revised IR	TL	Sep.1, 2022
	IR review	EM	Sep. 6, 2022
	Seek final approval by QA2	EM	Sep. 15, 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	Sep. 20, 2022
Phase 3 - Data collection, including fieldwork <sup>44</sup>			
	In country / remote data collection	Team	September 22 - October 13, 2022
	Exit debrief (ppt)	TL	October 14, 2022
	Preliminary findings debrief	Team	November 3, 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	November 18, 2022
	OEV quality feedback sent to TL	EM	November 25, 2022
Draft 1	Submit revised draft ER to OEV	TL	December 2, 2022
	OEV quality check	EM	December 2-6, 2022
	Seek clearance prior to circulating the ER to IRG	DDoE	December 20, 2022
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	December 29, 2022
	Stakeholder workshop (in country or remote)		January 19-20, 2023
	Consolidate WFP comments and share with team	EM	January 23, 2023

<sup>44</sup> Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	Feb. 3, 2023
Draft 2	Review D2	EM	Feb. 10, 2023
	Submit final draft ER to OEV	TL	Feb 17, 2023
Draft 3	Review D3	EM	February 28, 2023
	Seek final approval by DDoE	DDoE	March 10, 2023
	Draft summary evaluation report	EM	April 8, 2023
	Seek SER validation by TL	EM	April 21, 2023
	Seek DDoE clearance to send SER	DDoE	April 30, 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	May 15, 2023
<b>Phase 5 - Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	May 30, 2023
	Tail end actions, OEV websites posting, EB round table etc.	EM	June 15, 2023
	Presentation of summary evaluation report to the EB	DDoE	November 2023
	Presentation of management response to the EB	D/ CPP	November 2023

## Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country office</b>	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior CO management, Head of Programme and Programme Officers, Heads of CCS, Nutrition RAM, gender, protection and other units as relevant. Heads field offices and field office staff.
<b>Regional bureau</b>	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of the Philippines in the WFP corporate and regional plans and strategies. Apply learning to other country offices including neighbouring WFP COs, given the strong regional collaboration and national government prioritization of regional partnerships and markets.	RBB will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	Senior RB Management, members of the Internal Reference Group and other technical and senior staff as relevant.
<b>WFP technical divisions</b>	WFP technical units such as programme policy, EPR, school	The CSPE will seek information on WFP approaches, standards and success criteria	PRO – Programme, Humanitarian and Development, Country Capacity

	feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates. Use recommendation for the design or update WFP's strategies and policies.	from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. As part of the IRG, they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. They will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RB and HQ staff might be interested in participating in the CSPE Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Strengthening, PRO – Field Support Services as represented in the IRG
<b>WFP senior management</b>	WFP Senior management is expected to have an interest in learning from the evaluation results because of the importance and uniqueness of the Philippines CSP and activities as an enabler.	WFP Senior Management will have an opportunity to receive the SER for information and will provide a Management Response to the CSPE recommendations.	Members of the Oversight and Policy Committee (OPC)
<b>WFP Executive Board</b>	Accountability role, and an interest in potential wider lessons from evolving context of the Philippines and about WFP roles, strategy and performances.	Secondary stakeholder. Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Philippines.	Executive Board member delegates.
<b>External stakeholders</b>			
<b>Affected communities</b>	Beneficiaries of WFP assistance	key informant interviews and focus group discussion	Pre-primary and primary school children, and their parents, teachers, local food

			producers and suppliers, smallholder farming and vulnerable communities in Philippines.
<p>1. Gender and age-disaggregated - recipients of unconditional food assistance through CBTs, and conditional food assistance, FFA, nutrition institutional feeding, school feeding, host population and the disabled)</p> <p>2. Customers of WFP-contracted shops, retailers, shop owners and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</p> <p>3. Benefiting Schools (School Administration and teachers) benefit from some of the capacity development activities</p> <p>4. Focus Groups including Village committees</p> <p>5. UNHAS users and members of the clusters and working groups that WFP has contracted coordinators to lead (cash working group, logistics</p>	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet school children and teachers.	People reached by governments or partners with WFP support to improve their food security, people benefited from the strengthened capacity of the private sector, government and small- and medium-scale entrepreneurs.

working group, and PSEA working group.			
<p><b>National government</b></p>	<p>The Government of Philippines has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p> <p>Particular interest in the capacity building element of improving government capacity to monitor food security situation and deal with shocks. A number of government departments are also directly involved as implementing partners.</p> <p>Important partners for implementation at local level.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>	<p>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), Philippine Statistics Authority</p> <p><b>BARMM</b></p> <p>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</p>



<p><b>Provincial, District Authorities</b></p>			<p>Energy, Ministry of Health, Ministry of Interior and Local Government, Ministry of Social Services and Development, National Nutrition Council-BARMM</p> <p>Basilan, Batangas, Benguet, Cagayan, Davao de Oro, Davao Oriental, Iloilo, Laguna, Lanao del Norte, Lanao del Sur, Maguindanao, Misamis Oriental, Sorsogon, Sulu, Tawi-Tawi</p>
<p><b>UN country team</b></p>	<p>WFP partners with other UN agencies: Food and Agriculture (FAO), 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), UN-Habitat, United Nations High Commissioner for Refugees (UNHCR) , and UNICEF.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>	<p>Food and Agriculture (FAO), 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), UN-Habitat, United Nations High Commissioner for Refugees (UNHCR) , and UNICEF.</p>
<p><b>Donors:</b> Australia, Germany, Italy, New Zealand, Philippines, Private Donors, UN CERF, USA, World Bank and ADB.</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable and contributed to their own strategies and programmes. WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>	<p>Australia, Germany, Italy, New Zealand, Philippines, Private Donors, UN CERF, USA, World Bank.</p>

<p><b>Cooperating partners and NGOs</b></p>	<p>WFP's cooperating partners in food assistance. They implement WFP programmes on the basis of agreements between WFP and each agency. NGOs and research institutes are WFP's partners for the implementation of most CCS activities in the Philippines. They are interested to learn from the findings and recommendations of the evaluation and apply them to their future implementation modalities, strategic orientations and partnerships.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>	<p>OXFAM, Plan International, Save the Children, Philippine Coalition of Advocates for Nutrition (PhilCAN), Action Against Hunger, 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, 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), International Committee of the Red Cross (ICRC), Islamic Relief Philippines (IR)</p>
<p><b>Private sector partners</b></p>	<p>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</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>	<p>SUN Business Network, Ayala Foundation Ayala Corporation, Makati Business Club, Johnson &amp; 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</p>

	might affect future strategic orientations and partnerships of these networks/coalitions.		Robina Corporation, Nutrition Center of the Philippines, Nutridense Food Manufacturing Corporation, AGREAA Agricultural Systems International
<b>Academia</b>	WFP collaborates with University of the Philippines Los Banos- Institute Human Nutrition and Food, Holy Trinity College of General Santos, Mindanao State University (MSU)	Interviews both policy and technical levels and feedback sessions.	University of the Philippines Los Banos- Institute Human Nutrition and Food, Holy Trinity College of General Santos, Mindanao State University (MSU)

## Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Philippines 2018-2023 logframe analysis					
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators	
v 1.0	<b>Total nr. of indicators</b>	<b>9</b>	<b>7</b>	<b>15</b>	
v 2.0	New indicators	6	4	16	
	<b>Total nr. of indicators</b>	<b>15</b>	<b>11</b>	<b>31</b>	
<b>Total number of indicators that were included across all logframe versions</b>		<b>6</b>	<b>7</b>	<b>15</b>	

Source: COMET report CM-L010 (Date of Extraction: 05.01.2022)

Table 2: Analysis of results reporting in Philippines annual country reports [2018- 2020 <sup>45</sup> ]					
Year		2018	2019	2020.	
<b>Outcome indicators</b>					
<b>Total number of indicators in applicable logframe</b>		<b>9</b>	<b>15</b>	<b>15</b>	
Baselines	Nr. of indicators with any baselines reported	<b>11</b>	<b>11</b>	<b>12</b>	

<sup>45</sup> The WFP Annual Country Report for 2021 is not available yet


	Total nr. of baselines reported	11	25	20
Year-end targets	Nr. of indicators with any year-end targets reported	<b>4</b>	<b>11</b>	<b>12</b>
	Total nr. of year-end targets reported	12	27	20
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>10</b>	<b>11</b>	<b>6</b>
	Total nr. of CSP-end targets reported	29	27	8
Follow-up	Nr. of indicators with any follow-up values reported	<b>6</b>	<b>7</b>	<b>12</b>
	Total nr. of follow-up values reported	18	17	19
<b>Cross-cutting indicators</b>				
Total number of indicators in applicable logframe		<b>7</b>	<b>11</b>	<b>11</b>
Baselines	Nr. of indicators with any baselines reported	<b>9</b>	<b>9</b>	<b>9</b>
	Total nr. of baselines reported	24	28	22
Year-end targets	Nr. of indicators with any year-end targets reported	<b>0</b>	<b>9</b>	<b>9</b>
	Total nr. of year-end targets reported	0	28	22
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>9</b>	<b>9</b>	<b>9</b>
	Total nr. of CSP-end targets reported	21	28	22
Follow-up	Nr. of indicators with any follow-up values reported	<b>0</b>	<b>9</b>	<b>9</b>
	Total nr. of follow-up values reported	0	21	22
<b>Output indicators</b>				

Total number of indicators in applicable logframe		15	31	31
Targets	Nr. of indicators with any targets reported	<b>12</b>	<b>25</b>	<b>30</b>
	Total nr. of targets reported	11	55	56
Actual values	Nr. of indicators with any actual values reported	<b>12</b>	<b>30</b>	<b>25</b>
	Total nr. of actual values reported	11	56	35



Source: COMET report CM-L010 (Date of Extraction: 05.01.2022) and ACR, 2018, 2019,2020

## Annex 6: WFP Philippines presence pre CSP years

		2016	2017	2018
Philippines relevant events		<p>May 2016 El Niño-drought</p> <p>October 2016: Typhoon Hama</p> <p>December 2016: Typhoon Nock-ten</p> <p>Waning of pre-election spending. Election of Rodrigo Duterte as the 16<sup>th</sup> Philippines President</p>	<p>Approval of the Philippines National Nutrition Plan (2018 – 2023)</p> <p>Ratification of the Paris Agreement</p> <p>May 2017: Occupation of Marawi City by the terroristic group of Maute/AbuSsayyaf Group</p>	<p>Institution of the Bangsamoro Autonomous Region in Muslim Mindanao to replace the ARMM</p> <p>Typhoon Vinta</p> <p>Mayon Volcano Eruption</p>
	<p>National Response Capacity-Building Applying Lessons from the Haiyan/Yolanda Emergency</p>	<p><b>Activity Type:</b> school meals, cash based transfers, provision of prevention and preparedness training, logistics support</p> <p><b>Total requirements (2014 – 2018) :</b> 12,851,015</p> <p><b>Total contributions received :</b> N.A.</p> <p><b>Funding : N.A.</b></p>	<p><b>Activity Type:</b> on site school meals, food transfers, cash based transfers, emergency support to internally displaced families, logistics support, technical assistance</p> <p><b>Total requirements (2014 – 2017):</b> 8,407,886</p> <p><b>Total contributions received:</b> N.A.</p> <p><b>Funding: N.A.</b></p>	

	<p><b>IR EMOP:</b> Immediate response to people affected by Armed Conflict in Marawi City</p>		<p><b>Activity Type:</b> food distribution, technical assistance, school meals, country capacity strengthening</p> <p>Total requirements (2017) 8.5 millions</p> <p><b>Total contributions received: N.A.</b></p> <p><b>Funding: N.A.</b></p>	
	<p><b>IR EMOP:</b> Philippines, Immediate response to people affected by Typhoon "Vinta"</p>			<p><b>Activity Type:</b> general food distribution, technical assistance, country capacity strengthening, logistics support</p> <p><b>Total requirements:</b> 1 million USD</p> <p><b>Total contributions received: N.A.</b></p> <p><b>Funding: N.A.</b></p>
	<p><b>T-ICSP</b></p>			<p><b>Activity Type:</b> food assistance, school meals, livelihood assistance, technical assistance, advocacy, needs assessment and gap analysis, country capacity strengthening</p> <p><b>Total requirements:</b> 4,853,213</p> <p><b>Total contributions received:</b> 5.083.075.</p> <p><b>Funding: N.A.</b></p>
<p><b>Outputs at country office level</b></p>	<p>Food distributed (MT)</p> 	3835	3936	2536



	Cash distributed (USD) 	1,464,07		
	Actual beneficiaries (number) 	175,185 (50% male, 50% female)	339,639 (52% female, 48% male)	268130 (53% FEMALE, 47%MALE)

# Annex 7: Line of sight

PHILIPPINES (CSP 2018-2023)				
United Nations Partnership Framework for Sustainable Development (UN PFSD) 2019-2023 Priority Areas				
PEOPLE	PEOPLE	PEACE	PROSPERITY AND PLANET	
SR 1 – Access to food (SDG Target 2.1)	SR 2 – End malnutrition (SDG Target 2.2)		SR 5- Capacity strengthening (SDG Target 17.9)	
CRISIS RESPONSE	ROOT CAUSE	RESILIENCE		
<b>STRATEGIC OUTCOME 1:</b> Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency	<b>STRATEGIC OUTCOME 2:</b> Women, boys and girls in provinces prioritized by the Government have adequate and healthy diets to reduce malnutrition by 2022 in line with government targets.	<b>STRATEGIC OUTCOME 3:</b> Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets	<b>STRATEGIC OUTCOME 4:</b> National and local government agencies have enhanced capabilities to reduce vulnerabilities to shocks by 2022	
<b>BUDGET SO 1:</b> \$48,966,394	<b>BUDGET SO 2:</b> \$ 4,566,133	<b>BUDGET SO 3:</b> \$ 16,253,268	<b>BUDGET SO 4:</b> \$ 24,150,082	
<b>UNIQUE DIRECT BENEF SO 1:</b> 1,176,225	<b>UNIQUE DIRECT BENEF. SO 2:</b> 20,000	<b>UNIQUE DIRECT BENEF. SO 3:</b> 182,885	<b>UNIQUE DIRECT BENEF. SO 4:</b> Tier 2	
<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Targeted boys, girls, <b>men</b> and women affected by natural hazards or human-induced shocks and disruptions receive food and/or cash sufficient to meet their basic food and nutrition requirements and adopt healthy nutrition practices (A)</li> <li>Targeted children under 5 and pregnant and lactating women and girls affected by natural hazards or human-induced shocks and disruptions receive specialized nutritious food sufficient to meet their age-specific nutrition requirements (A, B)</li> </ul>	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Targeted PLWG, girls, <b>boys</b> and care providers (including men) receive social behaviour change communication and appropriate nutritious food, improved their knowledge, attitudes and practices regarding nutrition and are effectively linked to services from other sectors (A, B, E, E*)</li> <li>Women, girls and boys benefit from more coherent nutrition-specific and <b>-sensitive-</b> <b>national</b> and regional legislation, policies, programmes and technologies as a result of technical assistance and generated evidence provided to the Government to achieve adequate and healthy diets for vulnerable groups (C)</li> </ul>	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable men, women, boys and girls benefit from regional and local governments enhanced means, tools and abilities to meet their dietary needs in support of peace and development (C)</li> </ul>	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable people 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, that are gender transformative, include shock-responsive safety nets and climate services, in order to effectively prepare for and mitigate the impact of food security and nutrition, at the individual, household and community-levels (C, G, M)</li> </ul>	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Disaster-affected people benefit from enhanced supply chain and information and communications technology services provided by the Government and WFP to partners, as needed, to ensure timely, targeted, equitable and effective assistance (C, H, M)</li> </ul>
<b>ACTIVITY 1:</b> Provide nutrition-sensitive food assistance, through the Government's safety nets or partners, and appropriate logistical support to crisis-affected communities following natural hazards or human-induced shocks and disruptions. (cat. 1, modality: FOOD, CBT, CS)	<b>ACTIVITY 2:</b> Provide direct and technical assistance, build evidence and advocate to ensure adequate and healthy diets, through nutrition-specific and <b>-sensitive-</b> multiple sectoral responses for most vulnerable groups (cat. 6, modality: CS)	<b>ACTIVITY 3:</b> Support the government of the Autonomous Region in Muslim Mindanao 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 (cat. 9, modality: CBT, Food, CS)	<b>ACTIVITY 4:</b> Support national and local capacities for disaster risk reduction and management and climate change adaptation (cat. 9, modality: CS)	<b>ACTIVITY 5:</b> Strengthen and augment government and partners' emergency preparedness and response capacities to include supply chains and emergency telecommunications (cat. 9, modality: CS)
			<b>TOTAL BUDGET:</b> \$93,935,878	<b>TOTAL UNIQUE DIRECT BENEFICIARIES:</b> 1.168.150

## Annex 8: Key information on beneficiaries and transfers

Table 1: Philippines CSPE 2018 – 2023 - Actual beneficiaries versus planned in 2018 - 2021, by activity tag and sex																							
Strategic objective (SO)	Activity	Activity Tag	2018 Planned beneficiaries		2018 Actual Beneficiaries		2018 Actuals as a % of planned beneficiaries	2019 Planned beneficiaries		2019 Actual Beneficiaries		2019 Actuals as a % of planned beneficiaries	2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as a % of planned beneficiaries	2021 Planned beneficiaries		2021 Actual beneficiaries		2021 Actuals as a % of planned beneficiaries	
			F	M	F	M		Total	F	M	F		M	Total	F	M		F	M	Total	F		M
01	Act 1	CBT platform			17616	20224																	
		Food assistance for asset	12389	12611	20637	23363	176%	22230	22770	32535	33324	146%	5928	6072	10605	10861	179%	19088	19551	9242	8924	47%	
		Forecast-based Anticipatory Climate Actions																	61750	63250			
		General Distribution	55005	55995	47855	48715	87%	44460	45540	29627	30346	67%	30240	30975	5407	5538	18%	8926	9142	16165	16676	182%	
		Prevention of acute malnutrition	3912	4188	3709	3801	93%	3912	4188	4526	4531	112%	580	620									
		School feeding (on-site)	24995	25005	29001	26419	111%	26625	23375	26949	23652	101%	4793	4207			0%	0					
		Treatment of moderate acute malnutrition	3579	621	1481	68	37%	3580	621	6084	0	145%	800	0			0%	0					
2	Act 2	Prevention of stunting	13794	6206	13397	5162	93%	13794	6206	14140	6032	101%	13794	6206			0%	0	0				

Table 1: Philippines CSPE 2018 – 2023 - Actual beneficiaries versus planned in 2018 - 2021, by activity tag and sex																						
Strategic objective (SO)	Activity	Activity Tag	2018 Planned beneficiaries		2018 Actual Beneficiaries		2018 Actuals as a % of planned beneficiaries	2019 Planned beneficiaries		2019 Actual Beneficiaries		2019 Actuals as a % of planned beneficiaries	2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as a % of planned beneficiaries	2021 Planned beneficiaries		2021 Actual beneficiaries		2021 Actuals as a % of planned beneficiaries
			F	M	F	M	Total	F	M	F	M	Total	F	M	F	M	Total	F	M	F	M	Total
3	Act 3	Food assistance for asset	7185	7314	4129	3870	55%	8879	9121	2578	2649	29%	18495	19006	2980	3061	16%	9125	9375	2177	2798	27%
		School feeding (on-site)	21911	23090	23206	23628	104%	22415	22586	24800	25057	111%	22415	22586	11937	11980	53%	0	0			

Source: COMET report CM-R020, data extracted on [23/12/2021] (preliminary data for 2021)

Figure 1: Actual versus planned beneficiaries by gender in Philippines, 2018 - 2021<sup>46</sup>



Source: COMET report CM-R001b, data extracted on 29/04/2022

Figure 2: Actual beneficiaries by transfer modality in Philippines, [2018 - 2021], by strategic outcome<sup>47</sup>

		Modality	2018				2019				2020				2021	
SO	Activity Code		Activity Tag	Food		CBT		Food		CBT		Food		CBT		CBT
		Total		Actual vs Planned Beneficiaries	Total	% Actual vs Planned Beneficiaries	Total	% Actual vs Planned Beneficiaries	Total	% Actual vs Planned Beneficiaries	Total	% Actual vs Planned Beneficiaries	Total	% Actual vs Planned Beneficiaries	Total	% Actual vs Planned Beneficiaries
SO 1	Act 1	CBT platform	n.d.	n.d.	37840	no planned data	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
		Food assistance for asset	44000	176%	0	no planned data	n.d.	n.d.	65859	146%	0	0	21466	179%	18166	47%
		Forecast-based Anticipatory Climate Actions			n.d.	no planned data	n.d.	n.d.	n.d.	n.d.	0	0	n.d.	n.d.	n.d.	n.d.
		General Distribution	96570	132%	n.d.	n.d.	n.d.	n.d.	59973	86%	0	0	10945	18%	33886	182%
		Prevention of acute malnutrition	7510	92,7%	n.d.	n.d.	9057	112%	1200	no planned data	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
		School feeding (on-site)	55420	111%	n.d.	n.d.	50601	101%	n.d.	n.d.	0	0	n.d.	n.d.	n.d.	n.d.
		Treatment of moderate acute malnutrition	1549	37%	n.d.	n.d.	6084	145%	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
SO 2	Act 2	Prevention of stunting	18559	93%	n.d.	n.d.	20172	101%	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	
SO 3	Act 3	Food assistance for asset	3770	40%	3999	89%	3770	38%	1456	18%	2316	23%	3726	14%	18561	100%
		School feeding (on-site)	46834	104%	n.d.	n.d.	49857	111%	n.d.	n.d.	23917	53%	n.d.	n.d.	n.d.	n.d.

Source: COMET report R020, data extracted on 29/04/2022

## Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> <li>• Evaluation team</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM/ CM		November 2021	January 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders/ in country external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo; WFP.org</li> </ul>	EM		January 2022	February 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo</li> </ul>	EM		May 2022	August 2022

Reporting	Exit debrief	<ul style="list-style-type: none"> <li>• CO staff &amp; stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• PPT, meeting support</li> </ul>	EM/ET		September 2022	September 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop, meeting</li> <li>• Piggyback on any CSP formulation workshop</li> </ul>	EM/ET	CM	December 2022	December 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Board website (for SERs and MRs)</li> </ul>	EM/EB	CM	May 2023	June 2023
Dissemination	Evaluation report	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation network platforms (UNEG, ALNAP)</li> <li>• Newsflash</li> </ul>	EM	CM	September 2023	November 2023
Dissemination	Management response	<ul style="list-style-type: none"> <li>• WFP EB/governance/ management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society/peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web (WFP.org, WFPgo)</li> <li>• KM channels</li> </ul>	EB	EM	September 2023	November 2023
Dissemination	ED memorandum	<ul style="list-style-type: none"> <li>• ED/WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM	DE	September 2023	November 2023



Dissemination	Talking points/key messages	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> </ul>	• Presentation	EM	CM	September 2023	November 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> </ul>	• Presentation	EM	CM	September 2023	November 2023
Dissemination	Report communication	<ul style="list-style-type: none"> <li>• Oversight and Policy Committee (OPC)</li> <li>• Division Directors, country offices and evaluation specific stakeholders</li> </ul>	• Email	EM	DE	September 2023	November 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> <li>• WFP EB/governance/ management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	• Email	CM	EM	September 2023	November 2023
Dissemination	Business cards	<ul style="list-style-type: none"> <li>• Evaluation community</li> <li>• Partners/civil society /peers/networks</li> </ul>	• Cards	CM		September 2023	November 2023
Dissemination	Brief	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	EM	CM	September 2023	November 2023
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP staff</li> </ul>	Presentation	EM		September 2023	November 2023

Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP evaluation</li> </ul>	Presentation	EM		September 2023	November 2023
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> <li>• WFP Technical staff/programmers /practitioners</li> <li>• WFP governance/management</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Email</li> <li>• WFP webpages</li> </ul>	EM/CM		2024	2024
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> </ul>	CM	EM	2024	2024
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	CM	EM		
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Social media (Twitter)</li> </ul>	CM	CAM		
Dissemination	Video presentation	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> </ul>	EM/CM			

			<ul style="list-style-type: none"> <li>• Presentation</li> </ul>				
Dissemination	Blog	<ul style="list-style-type: none"> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> </ul>	EM	CM		
Dissemination	Digital report (Sway)	<ul style="list-style-type: none"> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	CM	EM		
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> <li>• WFP country/regional office</li> <li>• CAM/media</li> <li>• Affected populations</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	CM	CAM/CO		
Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> </ul>	CM	CAM/CO		
Dissemination	Poster/public announcement/cartoon/radio/drama/video	<ul style="list-style-type: none"> <li>• Affected populations</li> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> </ul>	EM/CM	CO		
Follow up	1 year later video/feature	<ul style="list-style-type: none"> <li>• Affected populations</li> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> <li>• EvalForward</li> </ul>	EM/CM			

		<ul style="list-style-type: none"> <li>• CAM/media</li> </ul>					
Follow up	Review of MR	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• Internal channels</li> </ul>	RMP	EM/CM		

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

# Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?</b>					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					



# Annex 11: Approved Country Strategic Plan document

WFP Philippines CSP (2018-2023):

[https://docs.wfp.org/api/documents/abf6f2bbac6644fa8d84b1888eba050d/download/?\\_ga=2.184537958.134700422.1640614099-15796185.1638290431](https://docs.wfp.org/api/documents/abf6f2bbac6644fa8d84b1888eba050d/download/?_ga=2.184537958.134700422.1640614099-15796185.1638290431)

# Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

## 1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

## 2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

## 3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national stakeholder workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

## 4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level<sup>48</sup> (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> <li>• Ronniejames Moreno Evaluation Focal Point</li> <li>• Giorgi DOLIDZE &lt;giorgi.dolidze@wfp.org&gt; Deputy Country Director -</li> <li>• Brenda Barton, Country Director</li> </ul>	<p>Core members:</p> <ul style="list-style-type: none"> <li>• Daniel Longhurst, Regional Social Protection and CBT Advisor</li> <li>• Britta Schumacher Regional Nutrition Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Daniel DYSSEL or Felicity CHARD Programme Policy Officers: Technical Assistance and Country Capacity Strengthening Service, OSZI</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, OSZP</li> <li>• Emergencies and Transition Unit, OSZPH.</li> <li>• Cash-Based Transfers, CBT.</li> <li>• Staff from Food Security, Logistics and Emergency Telecoms Global Clusters</li> </ul>

#### 5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as

<sup>48</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, OEV's evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national stakeholder workshop to validate findings and discuss recommendations.

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# Annex 14: Acronyms

AAP	Accountability to Affected Populations
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao
BR	Budget Revision
CBT	Cash-based Transfers
CCS	Country Capacity Strengthening
CO	Country Office
CRI	Climate Risk Index
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DICT	Department of Information and Communication Technology
DRRM	Disaster risk reduction and management
DSWD	Department of Social Welfare and Development
EB	Executive Board
EM	Evaluation Manager
EMOP	Emergency Operations
ET	Evaluation Team
FAO	Food and Agriculture Organization
GDP	Gross domestic product
GDP	Gross Domestic Product
GEWE	Gender equality and women’s empowerment
GEWE	Gender Equality and Women’s Empowerment
GII	Gender Inequality Index
HLPF	High Level Political Forum (HLPF)
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Person
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IRM	Integrated Road Map
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MoWCA	Ministry of Women and Children
NDRRMC	National Disaster Risk Reduction and Management Council
NGO	Non-governmental organisation
NGO	Non-Governmental Organization
OCD	Office of Civil Defence
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OECD.....	Organization for Economic Cooperation and Development
OEV	Office of Evaluation
PDP	Philippine Development Plan
PHQA	Post Hoc Quality Assessment
PRRO	Protracted Relief and Recovery Operations
SDGs	Sustainable Development Goals
SO	Specific Objective
SR	Strategic Result
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

UNEG	United Nations Evaluation Group
UNHCR	United Nations Higher Commissioner for Refugees
UNICEF	United Nation Children’s Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollars
VNR	Voluntary National Review
WFP	World Food Programme