



**WFP EVALUATION**



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# **Evaluation of the Philippines WFP Country Strategic Plan 2018-2023**

Centralized evaluation report – Volume II Annexes

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Office of Evaluation

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# Acknowledgements

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## Disclaimer

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# Annex 1: Summary terms of reference

## Evaluation of Philippines WFP Country Strategic Plan 2018-2023

*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of World Food Programme (WFP) activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's 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.*

### **Subject and focus of the evaluation**

WFP's presence in the Philippines was re-established in 2006 to provide support and assistance in the conflict-affected provinces of Mindanao. The CSP (2018-2023) was designed to reduce malnutrition, build resilience of vulnerable people and to closely work with the Government of the Philippines to improve response structures and policy frameworks. More specifically, the four CSP strategic outcomes aim to: (i) support crisis-affected people in the Philippines to meet their food and nutrition needs during and immediately after an emergency; (ii) support women, boys and girls in provinces prioritized by the Government to achieve adequate and healthy diets and reduce malnutrition by 2022; (iii) improve food security and nutrition for vulnerable communities in Mindanao by 2022, in line with government targets; and (iv) enhance capabilities of national and local government agencies to reduce vulnerability to shocks by 2022.

The CSP has a total budget of USD 60,616,108, of which approximately 60 percent was funded in December 2021. The overall budget of the Philippines CSP approved by the Executive Board in June 2018 was USD 33,033,497. The most

recent budget revision, in December 2021, increased the budget to approximately 20 percent, increasing the number of beneficiaries to 640,650.<sup>1</sup>

The evaluation will assess WFP contributions to the CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection, and accountability to affected populations. The evaluation will adopt standard 2020 United Nations Evaluation Group (UNEG) and the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability, as well as connectedness, and coverage.

### **Objectives and stakeholders of the evaluation**

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP internal and external stakeholders, and presents an opportunity for national, regional, and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP country office and its stakeholders to inform the design of the new CSP.

The evaluation report will be presented at the Executive Board session in November 2023.

### **Key evaluation questions**

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<sup>1</sup> In March 2022, an additional budget revision was approved by the Regional Director, bringing the budget to USD 93,935,878 to cover an additional 527,500 beneficiaries.

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?**

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs). It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider United Nations cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the Philippines?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?**

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP analysed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and

flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

**Scope, methodology and ethical considerations**

The unit of analysis is the country strategic plan, approved by the WFP Executive Board in June 2018 as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2017 to mid-2022. This longer timeframe (prior to CSP) enables us to assess key changes in the approach, including the transition from the Protracted Relief and Recovery Operation (PRRO) 200296 to interim transitional CSP and the CSP. The evaluation will adopt a mixed methods approach and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus group discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

**Roles and responsibilities**

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Philippines CSPE (i.e., nutrition and health, agriculture, emergency preparedness and response).

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**MANAGER:** The evaluation will be managed by Dawit Habtemariam, Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with Office of Evaluation quality standards for process and content. Second-level quality assurance will



be provided by Alexandra Chambel, Senior Evaluation Officer in the WFP Office of Evaluation.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation, Anne-Claire Luzot, will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and headquarters level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other United Nations agencies will be consulted during the evaluation process.

#### **Communication**

Preliminary findings will be shared with WFP

stakeholders in the country office, regional bureau and headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in November 2022 to inform the new CSP design process. A country stakeholder workshop will be held in December 2022 to ensure a transparent evaluation process, and promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

#### **Timing and key milestones**

**Inception phase:** May–August 2022

**Data collection:** October 2022

**Debriefing:** November 2022

**Reports:** November 2022–April 2023

**Stakeholder workshop:** January 2023

**Executive Board:** November 2023

# Annex 2: Evaluation timeline

Table 1: Evaluation timeline

Phase 1 – Preparation		Who	Updated timeline
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	14 February 2022
	CO reviews/comments on draft ToR	CO	28 February 2022
	Final revised ToR sent to LTA firms and WFP stakeholders	EM	28 February 2022
	Proposal Deadline based on the Final ToR	LTA	28 February 2022
	Final revised ToR sent to WFP Stakeholders	EM	4 March 2022
	LTA Proposal Review	EM	4 March 2022
	Contracting evaluation team/firm	EM	21 March 2022
Phase 2 – Inception		Who	Updated timeline
	Team preparation, literature review prior to HQ briefing	ET	24-27 May 2022
	HQ & RB inception briefing	ET, OEV, RB	30 May-3 June 2022
	Inception briefings (in-person Manila).	ET, CO	6-10 June 2022
	KonTerra internal quality assurance	KT	4-8 July 2022
	Submit draft inception report (IR)	ET	11 July 2022
	OEV quality assurance and feedback	OEV	15 July 2022
	Submit revised IR	ET	5 August 2022
	IR review	OEV	12 August 2022
	IR clearance to share with CO	OEV	19 August 2022
	EM circulates draft IR to CO for comments	OEV EM	24 August 2022
	CO comments shared with the ET	OEV EM	7 September 2022
	Submit revised IR	ET	16 September 2022
	IR review	OEV EM	19 September 2022
	Seek final approval by QA2	OEV EM	26 September 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	OEV EM	30 September 2022
Phase 3 – Data collection and fieldwork		Who	Updated timeline
	In country / Remote Data Collection	ET	3-21 October 2022
	Exit Debrief (PPT)	ET, CO, HQ, RB	21 October 2022
	Preliminary Findings Debrief	ET, CO, HQ, RB	10 November 2022
Phase 4 – Reporting		Who	Updated timeline
Draft 0	Submit high-quality draft ER to OEV (after the company's quality check) (D0)	ET	25 November 2022
	OEV quality feedback sent to TL	OEV EM	30 November 2022
Draft 1	Submit revised draft ER to OEV	ET	9 December 2022
	OEV quality check	OEV EM	16 December 2022
	Seek clearance prior to circulating the ER to Internal Reference Group	OEV EM	20 December 2022
	OEV shares draft evaluation report with Internal Reference Group for feedback	OEV EM	23 December 2023
	Stakeholder workshop (in country or remote)	ET, CO, HQ, RB	17-18 January 2023
	Consolidate WFP comments and share with team	OEV EM	19 January 2023
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	31 January 2023

Draft 2	Draft 2 review by WFP OEV EM and comments shared with the ET	OEV EM	10 February 2023
	Submit final draft ER to OEV	ET	20 February 2023
Draft 3	Review D3	OEV EM	27 February 2023
	Seek final approval by DDoE	OEV EM	10 March 2023
	Summary Evaluation Report (SER)		
	Draft summary evaluation report	OEV	17 March 2023
	Seek SER validation by TL	TL	27 March 2023
	Seek DDoE clearance to send SER	OEV EM	30 March 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	OEV EM	15 April 2023
<b>Phase 5 - Executive Board (EB) and follow-up</b>		<b>Who</b>	<b>Updated timeline</b>
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	OEV	15 May 2023
	Tail end actions, OEV websites posting, etc.	OEV	30 May 2023
	Presentation and discussion of SER at EB Round Table	OEV	November 2023
	Presentation of Summary Evaluation Report to the EB	OEV	November 2023
	Presentation of management response to the EB	OEV	15 May 2023

# Annex 3: Methodology

## 3.1 OVERVIEW OF METHODOLOGICAL PROCESS AND APPROACH

1. As per the terms of reference (ToR), the scope of the evaluation included all the WFP activities within the country strategic plan (CSP) (including cross-cutting results and wider equity and inclusion issues) for the period of January 2017 to October 2022. Quantitative data included in the report cover up to October 2022 to provide a comprehensive picture of the first five years of CSP implementation. The CSP implementation started in July 2018. Activities related to the design of the CSP (2017) including consultation, decision making and strategic positioning were also included as part of the evaluation. The overall unit of analysis was the CSP, understood as the set of strategic outcomes (SOs), outputs, activities, and inputs that were included in the CSP document approved by the WFP Executive Board, as well as the subsequent budget revisions responding to conflict, natural disasters, and the COVID-19 pandemic.

2. The evaluation has dual objectives of learning and accountability, ensuring: i) that evidence and lessons from WFP's performance are collected and used to inform future engagement and programming; and ii) accountability for results to WFP stakeholders. The ToR are provided in Annex 1. The following standard Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria were applied to the evaluation design: relevance, coherence, efficiency, effectiveness, sustainability, and coverage. The evaluation was oriented to the standard CSP evaluation questions and sub-questions. The evaluation team developed evaluation questions and sub-questions in consultation with the country office and Office of Evaluation (Table 2).

**Table 2: Evaluation questions and sub-questions**

EQ1	To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?
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? (Relevance, Coherence)
1.2	To what extent is the CSP aligned to national policies and plans and to the Sustainable Development Goals (SDGs)? (Relevance, Coherence)
1.3	To what extent is the CSP coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Relevance)
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? (Relevance, Coherence)
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? (Relevance, Coherence)
EQ2	What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in the country?
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the United Nations Sustainable Development Cooperation Framework (UNSDCF)? Were there any unintended outcomes, positive or negative? (Effectiveness)
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles and access, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and capacity strengthening)? (Effectiveness, Coherence)
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? (Sustainability)
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Coherence, Sustainability)
EQ3	To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?
3.1	To what extent were outputs delivered within the intended timeframe? (Efficiency)
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities? (Coverage)
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance? (Efficiency)
3.4	To what extent were alternative, more cost-effective measures considered? (Efficiency)
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?

4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP? (Relevance)
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? (Efficiency, Sustainability)
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results – in particular, as regards to adaptation and response to the COVID-19 pandemic and any other unexpected crises or challenges? (Sustainability)
4.4	To what extent did the country office have appropriate human resources capacity to deliver on the CSP? (Efficiency, Effectiveness)
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?

3. A mixed methods approach was used to provide evidence-based answers to the evaluation questions. The evaluation approach combined document review, quantitative data analysis, key informant interviews (KII), project site visits, observations, and focus group discussions (FGDs). The evaluation applied primarily qualitative methods and document review, supplemented by pre-existing quantitative datasets.

4. The evaluation team applied contribution analysis and appreciative inquiry to each evaluation question (EQ) to identify appropriate methods, stakeholders and types of evidence required to best answer the questions and inform the development of useful recommendations. Data analysis applied a feedback loop combining a deductive approach, with predefined categories, with an inductive approach exploring lines of inquiry.

5. The sampling frames used for the data collection design sought to address the diversity of stakeholders affected by the intervention, for example, minimum levels of female and male participation across the FGDs and engagement of minority Muslim communities through the KIIs and FGDs in Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).

6. To ensure that the evaluation employed a gender-sensitive lens, the methodology was guided by the United Nations system-wide action plan (UN-SWAP) on gender equality and the empowerment of women.

### 3.2 EVALUABILITY ASSESSMENT

7. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The ToR describes four dimensions for assessing evaluability: a) a clear description of the situation, before or at its start, that can be used as a reference point to determine or measure change; b) a clear statement of intended outcomes; 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. Evaluability also involves the internal coherence of the interventions and the establishment of a logical causal pathway between the implementation of activities and the achievement of outcomes (articulated through ToC).

8. Overall, although there are some evaluability challenges, namely in relation with the country capacity strengthening interventions, the evaluation team considers that the evaluability of the Philippines Country Strategic Plan Evaluation (CSPE) to be good, pending the application of certain mitigation measures – such as the provision of quality sets of monitoring data for the years under scope (2017-2022) at output and outcome levels and cross-cutting indicators, and the use of alternative means to integrate civil society voices in the evaluation as a result of both the limitations of time and the accessibility constraints due to the remote nature of many communities spread across the Philippines archipelago. A summary of the evaluability is presented below by category in the framework.

#### **A clear description of the situation before or at its start that can be used as a reference point to determine or measure change**

9. The evaluation ToR notes that the CSP design is informed based on the Strategic Review of Food and Nutrition Security carried out in 2017. There are also additional studies that can serve as context description including the mid-term review of the CSP, evaluation of Protracted Relief and Recovery Operation (PRRO) 200296, two centralized evaluations and a draft decentralized evaluation of WFP's country capacity strengthening in the Philippines. Furthermore, the Philippines has a relatively high statistical capacity, which indicates the presence of internationally comparable data on a wide range of indicators describing the national context. These two factors suggest a relatively good condition for

situation description. Assessments of context were sufficient to elaborate areas of intervention, but not sufficiently operationalized to provide a means of pre- and post- comparison. Subsequent national capacity interventions were part of a menu of multiple collaborator contributions, limiting the ability to attribute perceived national context changes to WFP interventions solely.

10. The COVID-19 pandemic and the response in 2020 limited the timely updating and monitoring of outcome indicators. However, there was sufficient information to describe changes by the time the data collection phase concluded.

#### **A clear statement of intended outcomes**

11. The CSP line of sight and logical framework (logframe), combined with the revised theories of change produced by the country office in 2021-2022, provide a clear and consistent set of outcomes for the implementation of the CSP.

12. **Overly simplistic theory of change (ToC) in the original CSP.** The original ToC, as presented implicitly in the CSP, includes basic descriptions of activities, background assumptions, intended outputs and strategic outcomes. It lacks any description of causal assumptions or in-depth mapping of the intermediary steps between activity descriptions and the intended results, both at output and outcome-levels. External factors and potential drivers of change are not described in any detail. The description of outcomes under SO1 and SO2 are vague and of only limited relation to the activities described therein. No clear analysis is provided of the relationships between activities undertaken within SO2 regarding chronic nutrition at national level, and SO3 on activities specifically in BARMM, despite the latter including a significant focus on integration of nutrition planning and policy implementation within subnational policy and practice.

13. The revised ToC provided a detailed breakdown of hypothesized causal pathways and assumptions underpinning the CSP strategy. The revised theories of change completed by the country office in 2021-2022 provided far greater detail on the intended causal pathways and causal assumptions underpinning the CSP activities. Despite being produced towards the end of the CSP-period, the revised theories of change map well onto the original CSP design. The revised theories of change are provided at SO level, with detailed causal paths mapped out for each SO area. The causal chain is clear and coherent and provides a well-grounded analysis of causal assumptions underpinning the hypothesised causal chain. External factors are referenced in the revised theories of change, although a comprehensive analysis of their interaction with the hypothesised causal chain is still lacking. The theories of change developed here provide sufficient detail to guide the analysis of hypothesized causal processes within the process-tracing activities in this CSPE.

#### **A set of clearly defined and appropriate indicators to measure changes at output and outcome levels**

14. There are three dynamics under review here. The first dynamic is whether there have been any shifts in CSP objectives or changes in programming from the initial design that would limit the continuity of the programming. The second dynamic is whether there are appropriate indicators (and values measured for these indicators) defined at the output and outcome levels to allow for tracking both contributions and changes. The third dynamic involves the appropriateness of cross-cutting indicators to capture the true contributions of WFP activities related to transversal themes.

15. **Availability of data for results framework indicators.** Measurements of output and outcome indicators have been made available by the country office up to and including mid-2022. While some gaps have appeared in the frequency and regularity of reporting in some areas, most indicators have at least annual data provided against the results framework indicators and are summarized in the annual country reports (ACRs). The COVID-19 pandemic did affect data collection during 2020 and 2021, particularly regarding the number of people who could be sampled for monitoring data. Overall values were still reported on most indicators in 2020, but at the outcome level, these were based on fewer respondents than in other years.

16. **Limitations to corporate country capacity strengthening (CCS) indicators.** While capacity strengthening has been part of WFP's mandate and is included in the Corporate Results Framework (CRF), in contrast to the direct assistance food security corporate indicators such as the Food Consumption Score (FCS), or Coping Strategies Index (CSI), WFP has not yet fully institutionalized corporate indicators to

measure national capacity building that reflects the extent and quality of WFP's engagement at the national level. This caused challenges in measuring CSP capacity strengthening results, and indirectly makes much of this national-level work more 'invisible' in corporate reports because the outcome indicators listed in the CSP performance monitoring framework do not always reflect the avenues of contribution of the interventions within the activities. This can be partially mitigated by mapping data from the ACRs and decentralized evaluation of capacity strengthening against the CCS pathways of change to understand the concentration of activities within these five pathways. Primary qualitative data with CSP strategic stakeholders will be used to understand WFP's primary contributions to capacity strengthening at the national and subnational levels.

17. **Limitations to cross-cutting indicators.** The CSP includes in its performance results framework the standard corporate cross-cutting indicators related to Accountability to Affected Populations (AAP), gender, protection, and the environment. However, these indicators are less able to capture the entirety of WFP interventions within a development context and with a relatively high capacity and involved national structure. For example, gender responsiveness in programming is limited to measuring women's representation on committees, and decision making. However, gender responsive programming is expected to impact elements beyond these indicators that are not reflected. Understanding WFP contributions to transversal themes will require relying on extensive qualitative input from the data collection phase to expand on the elements cited in the more limited corporate indicators.

18. **Limitations to efficiency and cost-effectiveness assessments.** Cost efficiency and cost effectiveness are often dependent on elements outside of WFP control. The process and decision making elements that lie behind implementation and operations are important elements for understanding these externalities. However, these are not easily captured by existing quantitative indicators used by WFP. The quantitative measures can highlight particular lines of inquiry (such as patterns in overachievement and underachievement in budgeting or beneficiaries). The evaluation will need to rely on assessment of processes abstracted from the qualitative interviews to provide efficiency and cost-effectiveness assessments.

#### **A defined timeframe by which outcome should be occurring**

19. The CSP cites 2022 as the timeframe for achieving SOs 2, 3 and 4. For SO1 – which aims to enable crisis-affected people to meet their needs during and immediately after emergencies – the CSP provides no timeframe. The latter absence may plausibly be related to the inability to predict when such emergencies may occur. Nevertheless, the lack of a timeframe for the evolution of capacity to meet emergency needs does limit the evaluability of SO1 in this regard.

20. Moreover, the CSP does not present timeframes for the achievement of steps on the pathway to the intended outcome-level change in 2022. No timeframes are provided related to the various elements of government capacity strengthening targeted by the CSP, for example, concerning changes in investment, policy-prioritization of Food Security and Nutrition (FSN) concerns, improvements to social safety net systems or beneficiary lists. As such, it will be difficult to assess the results against a hypothesized or estimated evolution over time.

21. In addition, at the time of the data collection, the CSP will have had only 49 months of implementation of its 60-month cycle. This includes the period during which COVID-19 lockdowns restricted WFP access to many of its key stakeholders in the country, as well the period during which the country office had no permanent Country Director or Head of Programme, and it includes the period prior to the national elections and the resulting period of government handover. In addition, the number of United Nations agency staff with long-term in-country institutional memory is also limited. This limits the amount of information available to evidence changes at outcome level, particularly in slow-changing, higher-level outcomes, such as those regarding capacity development of national and subnational government agencies. In the case of activities under SO3 in BARMM, the recent establishment of the governance structure itself means that anticipated capacity changes are more difficult to observe in 2022 than in the following year.

22. Qualitative data on processes across multiple levels can help provide estimates of potential intermediary effects and evolving changes over time, even if the final outcomes have not yet happened. This will require to some extent measuring changes through stakeholder perceptions rather than the

changes themselves. But this can be partially mitigated through triangulation with document review and across multiple levels.

### Further limitations

23. In addition to the four dimensions for evaluability, there were additional limitations due to COVID-19. Anticipated risks barring international travel due to the pandemic were not realized and all team members could do in-country data collection. However, COVID-19 restrictions reduced the access to others, either by shifting interviews to virtual formats and limiting in-person interviews or through the number of individuals who could be interviewed at any one time.

24. Furthermore, parallel evaluations and reviews sponsored by WFP, including the Typhoon Rai After-Action Review (AAR), the 2021 Decentralized Evaluation of Capacity Strengthening, the 2021 Mid-Term Review, and the 2021 Social Protection Scoping Study impacted the availability of senior-level government representatives.

### Based on this analysis, seven primary evaluability challenges are highlighted for further consideration in the methodological approach:

- **Overly simplistic ToC in the original CSP.** The strategic outcomes described in the Line of Sight contain aspirations for changes in populations or the capacity of institutions. The link from the specific activities and immediate outputs carried out by WFP within these strategic outcomes are often too narrow in focus to logically influence the broader strategic outcome without taking other interventions from other actors into account or providing clear causal assumptions made in the activity designs.
- **CRF CCS indicators limitations.** While capacity strengthening has been part of WFP's mandate and is included in the CRF, WFP has not yet fully institutionalized corporate indicators to measure WFP's contributions to CCS at all levels as well as the changes in national capacity that reflect the extent and quality of WFP's engagement at the national level.
- **Limitations to cross-cutting indicators.** The CSP includes in its performance results framework the standard corporate cross-cutting indicators related to AAP, gender, protection, and the environment. However, these indicators are less able to capture the entirety of the effect of WFP interventions. For example, gender responsiveness in programming is limited to measuring women's representation on committees and decision making, even though gender-responsive programming would affect more elements.
- **Changes in indicators over the CSP period.** There have been shifts since the inception of the CSP in terms of corporate indicators and other shifts in the CSP related to the pandemic response. Data on indicators is formally validated and finalized during the writing of the ACRs. The implementation of the CSPE at the mid-point of 2022 means that, during the inception phase, validated data at corporate level is available for 2018, 2019, 2020, and 2021 but has not been updated for 2022. The 2022 measurements ('fourth follow up') will be shared with the evaluation team during the data collection phase. Also, data from 2020 is limited, due to the pandemic limiting data collection.
- **Cost-efficiency and cost-effectiveness externalities.** Cost efficiency and cost effectiveness are often dependent on elements outside of WFP control. The process and decision making that lie behind implementation and operations are important elements for understanding these externalities. However, these are not easily captured by existing quantitative indicators used by WFP.
- **Insufficient timeframe for outcome indicator changes to be reflected.** The CSP has only had 49 months of implementation within a 60-month cycle. This limits the amount of time available to identify changes in slow-changing higher level outcomes and is exacerbated by the restrictions imposed by COVID-19 access constraints and the relatively recent emergence of key subnational government stakeholders in the BARMM. This will primarily affect the national capacity development outcomes which generally require a longer period to observe changes.
- **COVID-19 movement restrictions.** The pandemic affected the ability to monitor performance indicators during 2020, as highlighted earlier. In addition, the pandemic reduced access to stakeholders, either by shifting interviews to virtual formats and limiting in-person interviews or through reducing the number of individuals who could be interviewed at any one time.

25. The following table summarizes the evaluability challenges against the four evaluability dimensions, plus the additional element related to COVID-19. The rating is colour-coded, with dark green



indicating good evaluability. Yellow measures reflect some evaluability concerns. The darker the colour, the more mitigation measures required.

**Table 3 – Evaluability Challenges**

Dimension	Assessment	Rating	Possible mitigation measures
<b>Clear description of the situation before or at the start that can be used as a reference point to determine or measure change</b>	<p>Substantive and sufficient description of situation based on earlier reviews, community consultations and coordination.</p> <p>COVID-19 pandemic response somewhat impeded by baseline constraints, but not challenging.</p>	Good evaluability	Minimal mitigation measures required for activity-level direct interventions.
<b>Overly simplistic theory of change in the original CSP</b>	<p>Clear intended outcomes are elaborated across each strategic outcome (SO), but with only limited attention paid to contribution pathways and causal assumptions underpinning the activities design. External factors and actors as drivers of change are given very little attention in the CSP itself.</p>	Moderate evaluability with mitigation measures	<p>The country office drafted revised theory of change (ToC) during the evaluation period which, while recent, still maps coherently to the original activity designs in the original CSP. The revised ToC provides detailed intended causal pathways and the basis for a grounded analysis of causal factors and, to some degree, external drivers of change. In combination with the reconstructed ToC developed by the evaluation team in this inception report, as well as the review of the decentralized evaluation on capacity strengthening efforts, the evaluation team considers that data collection and analysis can proceed well, including the construction of hypothetical and counter-hypothesis assumptions about causal processes in the process-tracing analysis.</p>
<b>A defined timeframe by which outcomes should be occurring</b>	<p>The CSPE data collection is being carried out after 49 months of implementation within 60 months of the intended cycle. This is enough time to track contributions and changes at the immediate and even intermediate levels but may not be sufficient to track changes at the higher strategic outcome levels – in particular, for those elements related to national country capacity strengthening in BARMM.</p>	Moderate evaluability with mitigation measures	<p>No mitigation required for tracking beneficiary and subnational contribution.</p> <p>The application of qualitative methods will be integrated into the data collection phase to identify processes and relationships built which may eventually contribute to long-term changes beyond the strategic plan. Methods used in data collection will need to assess the potential for contribution to change based on stakeholder perceptions rather than measuring individual changes.</p>
<b>COVID-19 access restrictions to key informants and project site visits</b>	<p>COVID-19 is still present in the Philippines, and public health measures continue to restrict access.</p>	Good evaluability but some mitigation required	<p>To mitigate large gatherings of affected populations, the evaluation team only carried out small group interviews (no more than three or four people properly socially distanced) or individual key informant interviews (KIIs) when doing site visits. Some interviews were done online.</p>

### 3.3 DATA COLLECTION TOOLS, INTERVIEWS AND ANALYSIS

26. Three main data collection methods were used to answer the evaluation questions: i) document review; ii) primary qualitative data collection through interviews, focus group discussions, and project site visits and observations; and iii) primary quantitative data collection through the application of the remote fixed response interviews carried out by a partnering firm. The bulk of the tools designed fell under category ii. For understanding performance towards CCS framework, a review of CCS activities against the corporate CCS pathways of change was used to map intervention patterns. The data collection tools can be found in Annex 7.

#### Document review

27. The evaluation team reviewed relevant reports from secondary sources, including both internal WFP documentation and external sources such as government policies or publications. Monitoring data, assessments, studies, previous operation, and centralized evaluations were all included. The evaluation team also reviewed pre-existing WFP quantitative monitoring and evaluation data, including financial information for assessing cost-effectiveness and efficiency, and activity interventions, achievements and transfers related to the CSP programmes. Table 4: Types of documentation reviewed Table 4 provides examples of the documents reviewed, while Annex 11 is the complete document list.

**Table 4: Types of documentation reviewed**

Category	Examples (not exhaustive)
National government strategies and policies	AmBisyon Natin 2040, Philippines Development Plan (PDP) 2017-2022 National Plan, Philippine Plan of Action for Nutrition
WFP corporate strategies and policies	Integrated Road Map, WFP Gender Policy, WFP Social Protection Policy
WFP regional bureau policies and strategies	Regional Transition Framework: Ensuring sustainability in school feeding A chance for every schoolchild: Asia and Pacific Regional Bureau Implementation Plan
United Nations and partner reviews and policies	UN Partnership Framework for Sustainable Development (PFSD) 2019-2023 Human Rights Council (HRC) resolution 45/33
WFP country office documentation	Strategic Review of Food and Nutrition Security Understanding the Rice Value Chain in the Philippines: Defining the Way Forward for Rice Fortification Super Typhoon Odette – WFP Emergency & Early Recovery Response Philippines – Country Office Gender Action Plan Organisational alignment implementation plan
WFP country office assessments	WFP Study on Iron Rice Fortification Capacities, Supply Chain and Campaign Initiatives in the Philippines: Final Report 2021 scoping study on social protection and safety nets 2021 Decentralized Evaluation of the WFP's capacity strengthening work Fill the Nutrient Gap
Data on WFP country office implementation of CSP activities and modalities	Beneficiary, Transfer, Expenditure data supplied by Office of Evaluation from corporate systems. Indicator data provided from corporate reports. In-country databases such as the AO Performance Dashboard, the School Meals Database, CCS Tracking Table.
Studies by other agencies	Philippines Urbanization Review Full Report Urban Food Systems and the Pandemic: Assessing the Impact of COVID-19 on Food Systems and Adaptive Measures Practiced in Metro Manila Rapid assessment of the impact of COVID-19 on food supply chains in the Philippines

#### Primary qualitative data collection

28. Two types of primary qualitative data were collected: i) Key Informant Interviews (KIIs) with CSP strategic stakeholders and field-level interviewees; ii) focus group discussions (FGDs) with beneficiaries.

29. **Key informants** were interviewed through a semi-structured KII format. Semi-structured interview guides were developed for the CSP stakeholders including WFP, United Nations, donors, government, and development and cooperating partners (Annex 7). For the purposes of this evaluation, outcome harvesting and process tracing approaches will be applied to data collected through KIIs. The KII guide will therefore

include specific questions aiming to: i) verify outcome statements developed in the document review; and ii) test competing claims about the processes that led to the changes observed. Additional questions will cover the remaining sections of the evaluation matrix. The KIIs are projected to last approximately one hour.

30. **KII Sampling Criteria:** The following four criteria will be used to select key informants:

- **Information richness:** Are the respondents sufficiently familiar with WFP’s activities, results achieved relating to each of the strategic objectives, and the evolving context of the Philippines since 2017?
- **Accessibility:** Can the stakeholders be accessed by the evaluation team?
- **Gender:** Does the mix of stakeholders represent gender diversity?
- **Diversity:** Does the mix of stakeholders represent the diversity of national and subnational stakeholders?

31. Given institutional turnover, the stakeholder list also included former position holders in WFP and government ministries. Selection sought to ensure, as far as possible, that women were included among the KII selections. Final selection was made in consultation with WFP personnel and any necessary permission of government counterparts.

32. **Focus group discussion (FGD) sampling strategy:** FGDs sought to include the diverse perspectives of project beneficiaries. Where feasible, separate FGDs were carried out with women and men. FGD participant selection used the same four criteria as KII sampling criteria of information richness, accessibility, diversity, and gender. FGDs were carried out in the same areas as site visits (see below).

### Site visits and observations

33. The evaluation team conducted visits to three provinces with each activity being evaluated in at least one province outside of Manila. Site selection was made using criteria specified in Table 5.

**Table 5: Project site visit selection criteria**

	Selection criteria	Rationale for using the criterion
1	2022 activity coverage: Coverage of the programme areas for each of the CSP Activities 1-5 during the period of the field visit	With the exception of Manila, where all activity areas have had some activity, the programme areas covered by each CSP activity are relatively distinct from one another. Consequently, to conduct onsite visits and interview beneficiary groups across the CSP activities, the evaluation team will need to visit a sample of locations from each of the three main areas of operation, in addition to Manila: Catanduanes, Albay and Sorsogon: Activity 4 on anticipatory action Southern Leyte, Dinagat Islands, Bohol, Surigao del Norte: Typhoon Rai response under Activity 1 and Activity 5 Lanao del Sur, Maguindanao and Basilan: BARMM convergence areas related to Activity 2 and Activity 3
2	Line ministries: The highest feasible number of national line ministries that have benefited from country capacity building activities	Given the significant role of country capacity strengthening operations in the Philippines, and the location of so many relevant line ministry stakeholders in Manila, the team will need to conduct primary data collection in Manila before visiting sites outside of the capital. This will include interviews at both CSP level and project-specific level. In particular, Activity 2 on chronic nutrition, includes significant work with Manila-based stakeholders in the relevant line ministries.
3	Typhoon Rai response: Availability of beneficiaries and partners involved in the Typhoon Rai response	While the Philippines has experienced a number of natural disasters during the CSPE temporal scope, the scale and number of affected persons involved in the Typhoon Rai response was particularly high. Moreover, compared to other emergency responses, the activities undertaken in the response remain recent, enabling access to relevant informants and documentation for the evaluation team. Lastly, given the key areas of information need highlighted by the country office during the inception phase, the Typhoon Rai response presents a unique opportunity to better understand the results of direct service provision in a country where WFP’s activities had previously been focused more on capacity strengthening.
4	BARMM convergence: Inclusion of the BARMM convergence areas to ensure coverage	To answer evaluation questions relating to WFP’s contribution to social cohesion and peace, the evaluation team will need to visit at least one location in the BARMM Convergence Areas of Lanao del Sur, Maguindanao and Basilan.

5	Security and accessibility: Security and accessibility of the location	Travel between remote islands in the Philippines archipelago can be slow, and the evaluation team will need to cover the maximum number of locations during the 19 days of the field visit. Speed of transit to and from locations will therefore be a factor in determining which locations to visit. In addition, security considerations in BARMM will restrict the evaluation team access to stakeholders in this region. The evaluation team proposes to restrict BARMM travel to Cotabato City, and only on the basis of security conditions enabling their visit in the weeks preceding data collection.
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Source: WFP CSPE Philippines Inception Report

34. On this basis, the evaluation team visited Manila, Albay, Caraga and Cotabato (in the BARMM) to ensure that each activity area could be assessed in at least one province, while minimizing the security and accessibility risks. Table 6 details activities assessed in each province and Table 7 summarizes the total number of people interviewed.

**Table 6 Provinces selected for site visits**

Region	Province	Activities assessed				
		1	2	3	4	5
National Capital Region (NCR)	Manila	x	x	x	x	x
Bicol	Albay				x	
Caraga	Surigao del Norte	x				x
BARMM	Cotabato City		x	x		

**Table 7: People interviewed (by category)<sup>2</sup>**

Category	Number	Percent Women
WFP (country office, regional, headquarters)	51	57%
National government	16	61%
United Nations and donors	12	67%
NGOs/civil society	25	56%
Local authorities	30	43%
Beneficiaries (FGDs)	128	45%
<b>TOTAL</b>	<b>262</b>	<b>49%</b>

### Tracking CCS contributions

35. At the time of the CSP design, there were limitations in the CCS corporate frameworks for elaborating indicators and providing guidance on CCS for organizing broader CCS activities. Indicators for CCS in the CSP logframe (numbers of policies affected) are inadequate to capture the entirety of WFP's CCS engagements in the country office. However, the corporate CCS framework outlines five pathways for change (and 31 entry points).

36. Although the WFP corporate CCS framework was still under development at the time of the CSP design, the evaluation team found it to be a useful reference to retrospectively describe where the CSP engaged in CCS work according to the pathways of change. Additionally, the evaluation reviewed all the ACRs and the decentralized CCS evaluation coding references to CCS. The evaluation team used this tracking sheet to categorize all listed activities according to the respective pathways. The number of activities were then aggregated across the entire CSP implementation period to identify the relative concentration of activities across pathways. This exercise only identifies the areas that the CSP has naturalistically prioritized and presents opportunities for future consideration of new CCS activities in the next CSP. Distributions were not to be assessed against targets, nor are they indicative of CCS achievements.

37. **Gender considerations.** Systemic and persistent gender inequalities exist in accessing resources or decision making, especially in emergencies. The evaluation team applied a gender-sensitive lens to development of the evaluation, beginning with selection of a gender-balanced team, to intentional collection of diverse sources of data, to analysis incorporating a gender lens, including disaggregation of data where possible. The evaluation methodology was guided by the United Nations Evaluation Group

<sup>2</sup> Includes inception phase and data collection phase interviews, but if people were interviewed in both phases, they are only counted once in the data collection phase list.

(UNEG) guidance on gender (UN-SWAP) to inform the shape of the evaluation approaches and the assessment of results. This included key questions in the data collection and analysis tools aimed at identifying potential barriers to access for women to participate in the evaluation, ensuring equal representation (as feasible) of men and women in the data collection phase, disaggregating data by gender, and examining potential pattern differences, and ensuring that women's needs are considered during data collection exercises. Finally, the evaluation team assessed the integration of gender into CSP activities, reviewing stated objectives against outputs and outcomes.

## Data analysis

38. Each data collection tool had its own analytical approach. Quantitative data collection relied on existing WFP-compiled quantitative information including the in-country databases, ACR and COMET corporate data, and any data produced from the complaints and feedback mechanisms. The quantitative data were analysed primarily through descriptive and frequency analysis with cross-tabulation for indicators or criteria of interest. The analysis identified trends across criteria or time and were disaggregated by gender, stakeholder type, modality, SO and activity, and location as pertinent. Frequency or description analysis were carried out in Microsoft Excel and Statistical Package for Social Sciences (SPSS).

39. **CCS mapping:** Since outcome-level indicators in the CSP are not sufficient to capture the range of potential WFP contributions to CCS, the evaluation team supplemented the CRF data with CCS mapping from the CCS Framework that was used to map the range of WFP contributions to CCS through by categorizing CCS contributions along CCS pathways (described as part of the Outcome Harvesting exercise in the Inception Report).

40. As part of this mapping, the KIIs included an open-ended question for all national-level stakeholders regarding WFP contributions CCS. Patterns in the responses were compared against the framework options to identify the most salient points of WFP contributions during the CSP. These results were used to confirm identified patterns or to identify potential contradictions between qualitative responses and CCS mapping.

41. **Document review** relied on thematic narrative analysis for highlighting key themes from the documents and connecting them to the relevant points in the evaluation matrix. The evaluation team followed the same processes as qualitative analysis, identifying discrete analytic units, clustering to identify emergent themes, patterns, and building categories for conclusions. In all cases, the conclusions are generated against a review tool based on the evaluation matrix.

42. **Qualitative analysis** was based on an iterative process of identifying key thought units related to each evaluation question from the KIIs, organizing these thought units into clusters and identifying the key themes within each cluster. The data sources for this analysis were the interview notes from the interviews carried out by the evaluation team during the data collection phase. Field notes and transcripts constitute the raw material for developing context analysis. Individual units of analysis are then collected into clusters by looking for recurring regularities in the data. This process reveals patterns that are labelled as themes. The themes are then examined to develop categories. This process for classifying and coding qualitative data produces a framework for organizing and describing what was collected during the field phase. This descriptive analysis builds a foundation for the interpretive phase when meanings are extracted from the data and comparisons are made with conclusions drawn. Theoretical framework shaped the analysis. For this evaluation, these conclusions are built against the evaluation matrix and evaluation questions.

43. **Triangulation and consistency:** It was necessary to ensure that high-quality KIIs and FGDs were carried out by multiple people, using both in-person and remote approaches. As such, considerations around consistency and control for potential bias was an important priority for the evaluation.

44. First, the selection of stakeholders to be interviewed was based on the stakeholder analysis and comprised a mix of stakeholders to ensure that the respective voices – especially those marginalized and vulnerable populations – were included in the exercise. The selection depended on purposive sampling for the qualitative interviews to consider power relations with key stakeholders, their engagement or connection with WFP activities as well as their geographical distribution. The selection was finalized in consultation with the WFP country office to control for possible internal bias from either the evaluation team or WFP.

45. Second, the team developed standardized interview protocols to ensure that the interviews were consistent across evaluation team members and could be easily validated. The protocols assured that consistency was applied across interviews by different members of the team.

46. Third, the evaluation team represents a diverse mix of nationalities, genders and expertise. Different evaluation team members interviewed different sets of stakeholders to triangulate and reduce potential interviewer bias. Data analysis was done collectively using the evaluation matrix, and sought to balance international and national interpretations of findings.

47. Fourth, the evaluation applied gender analysis and assessed the extent to which differential needs, priorities, voices and vulnerabilities of women, men, boys, and girls have been considered in the CSP design and implementation of activities. Sources that were used to do this type of analysis in the Philippines CSPE required intentional sampling based on gender sensitivity, assessing sex disaggregated data (where available), controlling for gender influence in analysis of data and developing gender sensitive interview protocols. In addition, ethnic and geographic diversity as well as gender were considered in the selection of respondents and in the analysis of the responses. Gender equality principles are integrated into the evaluation matrix and subsequently into the interview guides.

48. Throughout these measures, findings were triangulated to ensure impartiality and reduce the risk of bias. Triangulation was used as a key tool for validating and analysing findings including:

- Source Triangulation: Compare information from different sources.
- Method Triangulation: Compare information collected by different methods, e.g., KIIs, FGDs (separated by gender, vulnerable group), document research.
- Investigator triangulation: Involving multiple evaluators to assess the same issues, and rotating the evaluation team members so that no one pair works together the entire time.

49. **Quantitative analysis:** The pre-existing quantitative data was analysed through descriptive and frequency analysis with cross-tabulation for indicators or criteria of interest. Where possible, the analysis sought to identify trends across criteria or time and was disaggregated by gender, stakeholder type, modality, SO and activity, and location, as pertinent. Frequency or description analysis was carried out in Microsoft Excel and displayed as tables and graphs (usually histograms and pie charts) where appropriate.

50. **Contribution analysis** was used to collect these individual data streams into overarching findings and conclusions. The ToC was the foundation of a contribution analysis and findings from the different evidence streams and from different evaluation team members were consolidated against the evaluation matrix lines of inquiry through a process of triangulation and comparison.

51. **Sustainability analysis** was used to combined the five dimensions highlighted in the evaluation matrix: i) the degree to which CSP activities have strategic integration in government programmes; ii) the degree to which government is likely to fund continuation of programmes; iii) the technical capacity within government to manage and implement programmes; iv) the degree of political will and ownership of government in programmes; and v) the existence of an transition or transformation plan within WFP for the different SO components.

52. To assess sustainability, similar to the Systems Approach for Better Education Results (SABER) rubric used in the school Meal Programme, a rubric was developed to characterize progress based on the indicators in the evaluation matrix and rated across four levels: significant progress, some progress, limited progress, very limited progress (Table 8).

**Table 8: Sustainability rubric**

Sustainability element	Significant progress	Some progress	Limited progress	Very limited progress
Strategic integration	Policies exist to support ongoing implementation of activities after WFP support ends. Regulations and standards developed to operationalize policy. Roles and	Policies exist to support ongoing implementation of activities after WFP support ends. Regulations and standards developed to operationalize policy.	Policies exist to support ongoing implementation of activities after WFP support ends.	No policies exist, although draft agreements may be in process.

	responsibilities of government actors defined for implementation of activities.			
Resourcing	Budget allocation from government exists, which is sufficient to cover ongoing project activities after WFP support ends. Donor or private sector commitments exist to complement government resourcing. Instructions on budget allocations from ministries and at decentralized levels exist to sustain ongoing budget commitments.	Budget allocation from government exists but is not sufficient to cover ongoing project activities after WFP support ends. Donor or private sector commitments exist to complement government resourcing but not to cover all gaps.	Budget allocation from government exists but is not sufficient to cover ongoing project activities after WFP support ends.	No formal budget resourcing developed for sustaining WFP activities after project completion.
Technical capacity	Government has outlined roles and responsibilities for managing project activities after WFP activities end. Government roles are filled. Government personnel receive technical capacity training. There exists a technical capacity strengthening system for continuous capacity development.	Government has outlined roles and responsibilities for managing project activities after WFP activities end. Government roles are filled. Government personnel receive technical capacity training.	Government has outlined roles and responsibilities for managing project activities after WFP activities end. Government roles are filled.	Government has outlined roles and responsibilities for managing project activities after WFP activities end.
Transition and transformation strategy	WFP has outlined and documented a transition and transformation strategy for ongoing support after WFP support ends. Government has ratified a transition and transformation strategy. United Nations Country Team (UNCT) has ratified transitions and transformation strategy.	WFP has outlined a transition and transformation strategy for ongoing support after WFP support ends. UNCT has ratified a transition and transformation strategy.	WFP has outlined a transition and transformation strategy for ongoing support after WFP support ends, but it is not documented.	WFP does not yet have a transition or transformation strategy planned.
Political will	Multiple high-level political representatives from multiple ministries	Multiple high-level political representatives from within a single	Some high-level political representatives from within a single	Some representatives from within ministries are committed to



	are committed to supporting projects after WFP support ends.	ministry are committed to supporting WFP projects after WFP support ends.	ministry are committed to supporting projects.	supporting, but not high level.
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53. Additional analysis exercises included a separate analysis workshop for the evaluation team at the end of the data collection phase, the exit debrief and discussion at the end of the data collection mission, the presentation of preliminary findings for each evaluation question to Office of Evaluation and country office management staff on 9 November 2022, and learning workshops with WFP, government, and United Nations agencies in January 2023. These exercises were intended to present preliminary findings, but also to generate additional insights, triangulate patterns, and elicit feedback from stakeholders on patterns and conclusions.

### 3.4 ETHICAL CONSIDERATIONS, RISKS AND MITIGATION MEASURES

54. **Ethical risks and mitigation measures.** The evaluation conformed to the 2020 United Nations Evaluation Group (UNEG) ethical guidelines. The KonTerra Group was responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This included ensuring informed consent, protecting privacy and 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 evaluation results do no harm to participants or their communities. These ethical issues were monitored and managed during the implementation of the evaluation.

55. The methodology was further guided by UNEG Pledge of Ethical Conduct in Evaluation standards to shape the evaluation approaches and the UNEG guidance on gender (UN-SWAP) which informed the shape of the evaluation approach to ensure adequate representation of ethical and gender considerations in the evaluation processes and assessment of results. The humanitarian principles provided consideration regarding how the methods ensured neutrality, impartiality, and independence in the development of findings and recommendations. In this line, the evaluation team and the Evaluation Manager were not involved in the design, implementation, and monitoring of the CSP nor had any potential or perceived conflict of interests. The evaluation team signed a Pledges of Ethical Conduct in Evaluation and the Confidentiality, Internet, and Data Security Statements. Table 9 outlines the mitigation measures used for each ethical consideration.

**Table 9: Ethical considerations and safeguards**

Ethical Considerations	Safeguards
Ensuring informed consent	Interviewees were informed at the start of the interview regarding the purpose of the evaluation, assurances of voluntary participation, confidentiality of all responses and the intended use/dissemination of the findings and recommendations. This information was shared prior to requesting verbal or written consent to participate.
Protection of privacy, confidentiality, and anonymity	The evaluation team abided by WFP's five principles of data protection privacy as specified in the WFP Guide to Personal Data Protection and Privacy.  Data will be maintained on evaluation team computers only until the finalization of the evaluation report, at which time it will be deleted to further protect individuals from possible identification.  Reported data is aggregated so individual responses cannot be traced.
Do no harm	Evaluators minimized risk to participants through thoughtful design of evaluation tools and data collection procedures, avoiding questions that could cause harm, and in the selection of locations for data collection. Secure locations were chosen that are accessible to the invited population group in terms of timing, location, availability of communication means, etc. These practical considerations enhance participation.  All evaluators signed the UNEG 2020 Pledge of Ethical Conduct in Evaluation before their contract was finalised. In line with WFP's guidelines, the Evaluation Manager is responsible for confirming that this has been done and signed copies are filed.

	Per the CSPE Guidance for Process and Content, should evaluators uncover allegations of wrongdoing, the evaluation Team Leader would report those allegations to WFP Office of the Inspection and Investigation through the WFP hotline. No such allegation was discovered.
Cultural sensitivity	The evaluation team is comprised of people who are familiar with the Philippine context, either as citizens or as experts with previous presence in the country. The team includes one national consultant, who helped ensure that cultural and political sensitivities were understood and integrated into the evaluation process and the data collection techniques.
Respecting autonomy	UNEG guidelines prioritize the importance of dignity and self-worth of respondents, project participants and other evaluation stakeholders. The evaluators integrated concerns and respect for human rights, child rights, and women’s rights and did not trivialize cross-cutting issues. More subtly, respecting autonomy includes sharing the findings of the evaluation with the evaluation participants themselves (as is feasible) and disaggregating data by gender, age, and other ethnicity markers (to respect differences). Additionally, the evaluation ensured that products of the evaluation use inclusive, gender-sensitive language and are applied in the preferred language of the participants.
Ensuring fair inclusion of participants	Inclusion of participants in the evaluation is based on information richness, but also ensuring the inclusion of diverse voices within the evaluation exercise. This pertains to geographic distributions as well as gender, age, and ethnicity markers as pertinent to WFP programming. Nationally, this also involves ensuring that diverse voices within government, the UNCT and WFP are considered in the stakeholder analysis. Finally, fair recruitment of participants pertains to the evaluation team itself by ensuring gender and international/national balance within the team.

56. In addition to the challenges noted in the evaluability assessment of the inception report, there were pragmatic factors affecting the implementation of the evaluation and requiring mitigation measures.

**Table 10: Evaluation risks/limitations and mitigation measures**

Evaluation risks/limitations	Mitigation measures
Pandemic limited access to stakeholders by evaluation team	No pandemic-related measures were needed by the time the data collection field mission occurred, except for wearing masks in crowded spaces.
Inconsistent individual interpretation of interviews/FGDs dispersed across different settings.	Team members periodically compared, triangulated, and analysed data collected to ensure data integrity and factual accuracy throughout the review process.
Internal WFP country office transitions and transitions of government, and changes in personnel within the higher-level departments and institutions, as well as within local institutions and cooperating partners, can limit institutional memory on WFP contributions.	Consultations with the country office to identify information-rich historical former stakeholders and assess their willingness to be interviewed, even if they are no longer in the roles.  Reliance on KIIs with national country office staff to provide institutional memory.
Evaluation parameters are not sufficient to allow for consultation of beneficiaries from all provinces and barangays where WFP has implemented CSP programming.	Site visit selection criteria included a diversity of sites.  The evaluation team integrated information from other evaluations and studies, including the voices of WFP beneficiaries, such as data from complaints and feedback mechanisms where relevant, appropriate, and available.
Health, safety, and security	The evaluation team adhered to WFP security provisions and protocols. Typhoon and security risks were monitored in consultation with WFP country office. KonTerra consultants were covered by a corporate travel insurance policy.

### 3.5 RECONSTRUCTED THEORY OF CHANGE

57. Corporately, WFP has increasingly emphasized a focus towards country capacity strengthening to assist governments in enhancing their own capacities for food security analysis, school feeding, social safety nets, emergency preparedness and disaster risk reduction, and bolstering climate change adaptation and resilience. Within the Philippines CSP, these efforts have been made more visible through the elaboration of SO4.

58. During the inception phase, the evaluation team examined the theories of change presented in the Interim Transitional Country Strategic Plan (I-TCSP) and CSP as well as the reconstructed causal pathways provided by the country office. Throughout the course of the inception phase interviews with country office and regional bureaux staff, as well as WFP partners in the Philippines, the evaluation team refined the understanding of causal pathways and causal assumptions underpinning WFP's strategic operations in the Philippines throughout the evaluation period. The resulting analysis produced the reconstructed theory of change (ToC) presented in Figure 1. The evaluation team designed evaluation methods, approaches, and data collection tools on the basis of the reconstructed ToC, to support the evaluation team's analysis of WFP's performance in line with assumptions made therein. The evaluation examined whether the underlying assumptions proved correct and to what extent they or other factors acted as constraints or opportunities for implementation and progress during the evaluation period.

59. WFP works at three different levels: i) direct assistance to individuals through cooperating partners; ii) at the subnational level strengthening local institutions and governments; and iii) at the national level with ministries and national programmes. This is done through a combination of direct assistance (cash or food) to beneficiaries and the strengthening of national and local capacities. The direct assistance to beneficiaries is intended to contribute to assuring that vulnerable populations and food insecure households can satisfy their basic food and nutritional needs primarily through SO1. WFP assists communities to become more resilient against the effects of climate change and natural disaster, along with local and national institutions, to develop increased disaster risk reduction mechanisms (SO2, SO3 and SO4). Subnationally, WFP supports the capacity of the BARMM to meet the nutrition needs of the population in the BARMM region (SO3). The national systems of social protection are strengthened principally through the development of coherent nutrition-specific and sensitive approaches to address the root causes of hunger (SO4).

60. The individual SOs are envisioned as having interlinked feedback loops between national subnational, and individual levels. In SO2, and SO3, WFP supports capacity development at the individual, community, and subnational levels to build individual expertise and strengthen the enabling environment. In parallel, WFP supports the capacity strengthening of national institutions connected with food security and nutrition to become more efficient and effective through evidence-based decision making and improved forecasting and data management (SO4). The regulatory frameworks and policy development are supported by WFP transversally through SO2, SO3 and SO4.

61. The COVID-19 pandemic emerged after the development of the CSP. The government was responsible for managing humanitarian assistance during the pandemic under the Social Amelioration Programme (SAP). WFP supported the SAP through remote monitoring of distribution and utilization of the SAP financial assistance and collecting information on the impact of the pandemic on affected population food security (SO4).

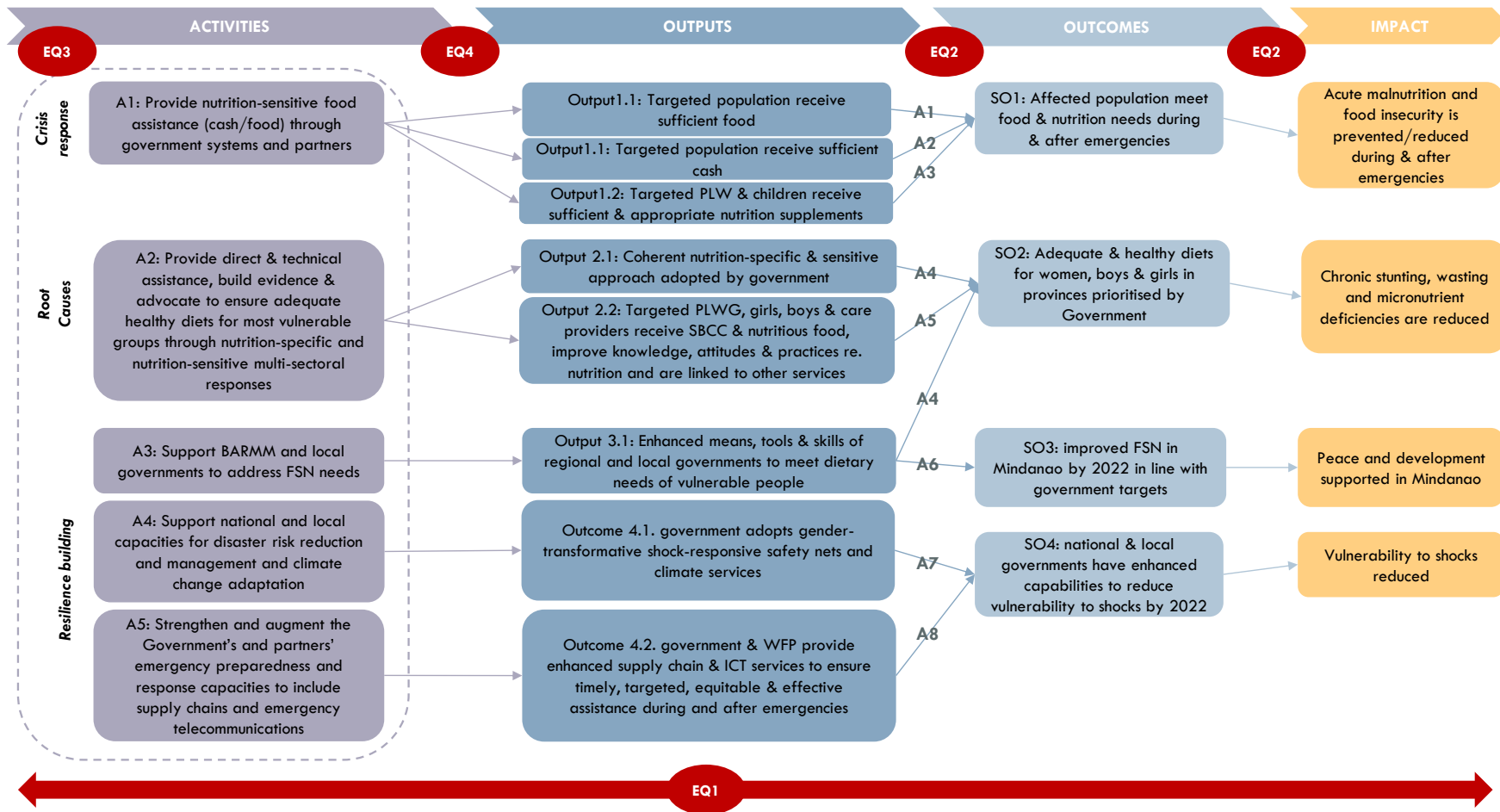
62. Several cross-cutting themes shape the design and implementation of the targeted activities. These include: advancing gender equality and the empowerment of women; assuring protection; and providing accountability to affected populations. In addition, all interventions were to be considered through an environmentally sensitive lens to mitigate possible negative consequences on the environment as a result of project activities. Finally, SO4 was designed to promote more nutrition-sensitive local Disaster Risk Reduction Management (DRRM) and climate change adaptation plan.

63. The outcome indicators listed in the CSP performance monitoring framework do not always reflect the avenues of contribution of the interventions within the activities. In particular, the capacity strengthening work at national levels and subnational levels. This was partially mitigated by elaborating new mechanisms to track contributions to CCS outcomes. Among these are the social cohesion survey to better track unintended effects related to WFP asset creation support in SO1 and SO3 Food Assistance for Assets/Cash for Assets (FFA/CFA) modalities and the People-Centred Risk indicator Measurement and

Engagement (PRIME) to better understand WFP's effects on peacebuilding. These have not been embedded in the CSP logframe.

64. Basic assumptions embedded in the CSP included that the country context would remain stable with continued government commitment to humanitarian response and resilience building; that donor priorities and mandates among agencies would remain stable over the CSP cycle; and climactic events and shocks would be within acceptable parameters. Implementation was predicated on assumptions that there would be voluntary active participation of beneficiaries, communities and organizations, and that social protection systems would function without disruption. Changes in government priorities were assumed to be present, but not disruptive to ongoing operations. Internally, the CSP assumptions included that a development orientation would remain relevant for the context and there would be sufficient financial and human resources (including technical expertise) required for CSP implementation.

Figure 1: Reconstructed theory of change



# Annex 4: Country strategic plan (CSP) analytical work

Year	Type	Title
2018	Assessment	United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) Inter-agency rapid damage needs assessment
2018	Review	Cross-sectional study conducted of 15 WFP-supported municipalities in Maguindanao
2018-2020	Assessment	Fill the Nutrient Gap
2018	Assessment	Food production, supply chain, and market systems survey
2018	Assessment	WFP informed the development of national guidelines for the Management of Acute Malnutrition and Nutrition in Emergency Manuals
2018	Review	Process review of home-grown school feeding
2018	Assessment	Capacity needs mapping with regional line agencies including the Department of Social Welfare and Development, Department of Education, and Department of Agriculture and Fisheries
2018	Assessment	Philippines' Emergency Preparedness Capacity Index (EPCI)
2018	Review	Regional study on shock-responsive safety nets
2018	Scoping study	Options paper and roadmap for integrating shock responsive safety nets (Food and Agriculture Organization of the United Nations (FAO) & WFP)
2018	Assessment	Logistics assessment missions to typhoon-affected areas
2019	Assessment	Emergency Food Security Assessment (EFSA)
2019	Case study	WFP noted the lessons learned and developed case studies from the simulation of early cash distribution in the Province of Sorsogon to further build evidence on anticipatory actions for food security in 2020
2019-2021	Review	Research on WFP's social and behaviour change communication (SBCC) strategy
2019	Review	School-based feeding programme business process review
2019	Review	State of Food Insecurity (SOFI) in the Philippines
2019	Review	Process review of the school feeding programme with the Ministry of Basic, Higher and Technical Education Ministry of Basic, Higher and Technical Education
2019	Review	Food Security and Nutrition Roadmap (FAO, BARMM Ministry of Agriculture Fisheries and Agrarian Reform (MAFAR) & WFP)
2019	Assessment	Assessment of pilot school capacities for school feeding
2019	Review	WFP co-organized dialogues, policy reviews, and technical working group discussions on the components of Forecast-based Financing (FbF).
2019	Assessment	Baseline financing study determined the existing capacities of local government units to institutionalize financing for early actions based on disaster forecasts
2019	Review	Mapping of existing financing windows for early actions
2019	Assessment	Joint analyses using the 72-hour assessment methodology (UNOCHA & WFP)
2019	Review	Options paper for integrating shock-responsive social protection in the current government social protection framework until 2021 (WFP, FAO, UNICEF & International Labour Organization)
2019	Assessment	Rapid damage needs assessment of Typhoon Kammuri (Office of Civil Defence)
2019-2021	Assessment	Philippine Logistics Capacity Assessment (LCA) for Luzon and Visayas
2020	Assessment	Rapid needs assessments in Bicol Region and Cagayan Valley. WFP joined the assessments and gauged the food security and livelihood conditions in the most affected areas (United Nations)
2020	Review	Technical review and finalization of the Nutrition-in-Emergencies Manual (Department of Health, National Nutrition Council (NNC), UNICEF & WFP)
2020	Review	State of Food Insecurity in the Philippines Report
2020	Assessment	Philippines Common Country Assessment
2020	Review	Socioeconomic and Peacebuilding Framework for COVID-19 Recovery (SEPF)
2020	Review	Mid-Term Review of the Philippine Plan of Action for Nutrition
2020	Assessment	Joint assessment of the Scaling Up Nutrition (SUN) Movement strategy
2020	Assessment	NNC Rapid Nutrition Assessment design
2020	Assessment	Rapid Nutrition Assessment
2020	Review	Food Security and Peacebuilding study

2020	Assessment	Post-distribution monitoring to understand how the beneficiaries of the Government's Social Amelioration Programme (SAP)
2020	Assessment	Vulnerability and impact analysis assessment to refine hazard-specific vulnerability and risk assessments on typhoons and drought
2021	Review	Value chain analysis and feasibility study of the agricultural industry and processing for targeted high-value local crops
2021	Review	Impact of COVID-19 on School Feeding Programmes (Oxford Policy Management)
2021	Case study	Operationalization of the Humanitarian-Development-Peace nexus
2021	Review	Articulating WFP's Contributions to Peace in BARMM
2021	Assessment	Capacity assessment exercise for shock-responsive social protection in the Philippines
2021	Review	Social protection scoping study
2021	Assessment	Climate Change and Food Security Analysis (CCFSA)
2020	Assessment	Nationwide remote monitoring and assessments of the government's COVID-19 response through the Social Amelioration Programme (SAP)
2021	Assessment	Nationwide remote monitoring and assessments of the government's COVID-19 response through the Social Amelioration Programme (SAP)
Monthly	Assessment	Price Monitoring for Food Security/food basket surveys

# Annex 5: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators <sup>3</sup>	Data source	Data collection techniques and analysis <sup>4,5</sup>
<b>Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?</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? (Relevance, Coherence)				
Degree to which CSP design was based on evidence on the hunger challenges, food security and nutrition issues in the Philippines	Use of timely, country-specific analysis of need to determine CSP strategic focus, activity selection, and implementing modalities	1.1.1.1 Evidence of the use of WFP-owned, nationally or internationally produced needs assessments and analyses by WFP (including evaluations or lessons learned from previous assistance) and their use in informing design of the CSP	WFP commissioned studies and analysis (e.g. Towards Zero Hunger, WFP 2017 Strategic Review Food Security and Nutrition in the Philippines) WFP country office staff and former staff involved in the CSP design phase	Document review using review tool Semi-structured interviews  Process evaluation  Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
1.1.2. Degree to which the CSP responds to evidenced hunger challenges, and food security and nutrition issues in the Philippines	Alignment of CSP strategic focus, activity and modality selection to the needs identified in existing evidence. Extent to which adaptations to the CSP strategic focus, activity selection, implementing modalities and budget allocations were made on the basis of analysis of evolving need	1.1.2.1 WFP strategic outcomes and activities respond to key hunger challenges, food and security and nutrition issues as evidenced in national statistics or other relevant studies or reports 1.1.2.2 Evidence of appropriate budget revisions or coverage adjustments in light of evolving needs	WFP CSP documents and budget revisions WFP and externally commissioned studies and analysis (e.g. Towards Zero Hunger, WFP 2017 Strategic Review Food Security and Nutrition in the Philippines)	Document review using review tool Semi-structured interviews  Process evaluation Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs? (Relevance, Coherence)				
1.2.1 Alignment of strategic objectives to national & subnational policies,	Extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national & subnational priorities as	1.2.1.1 Explicit reference to SDG framework, goals, and targets in CSP document, and justification for alignment	WFP CSP and consecutive budget revision documents Zero Hunger Review Subnational government strategies, plans and programmes	Document review Semi-structured interviews  Process evaluation

<sup>3</sup> Throughout the evaluation matrix, stakeholders and beneficiaries are to be disaggregated by men and women and, where feasible, an equal gender balance will be sought for inclusion in interviews.

<sup>4</sup> For the purposes of spacing, the final two columns of the evaluation matrix template are combined.

<sup>5</sup> Throughout the evaluation matrix, stakeholders and beneficiaries are to be disaggregated by men and women in the analysis.



strategies, plans and SDG framework	expressed in national strategies and plans Extent to which the strategic outcomes outlined in the CSP are aligned with SDG goals and targets – disaggregated by activity and strategic outcome Extent to which activities outlined in the CSP have been logically connected to contribute to CSP outcomes and to achieving national & subnational priorities	1.2.1.2 Degree of matching of CSP activities and priority interventions set out in national and subnational government strategies and plans. 1.2.1.3 Degree of involvement of national and subnational governments in the preparation of the CSP 1.2.1.4 Perception of senior national and subnational government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 1.2.1.5 Perception of WFP and other stakeholders that CSP aligns with SDG framework	Key informant interviews (KIIs) with senior national & subnational government officials KIIs with WFP country office and regional bureaux advisors and technical staff; in-country donor partners and United Nations agencies	Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
1.2.2: Alignment to WFP Strategic Plan in the framework of the Agenda 2030	Consistency of the CSP with corporate outcome areas and lines of interventions	1.2.2.2 WFP stakeholders show a consensus perception that CSP aligns with corporate WFP Strategic Plan 1.2.2.3 Evidence in documentation that CSP objectives and activities are aligned with WFP capacity strengthening corporate frameworks.	WFP CSP document CSP Mid-Term Review (MTR) WFP Philippines Decentralised Evaluation 2021 WFP Strategic Plan and Agenda 2030 WFP Strategic Plan (2017-2021) Country capacity strengthening (CCS) milestones KIIs/Most Significant Change (MSC) interviews with current and former WFP stakeholders, including, among others: CD, DCD, Strategic outcome (SO) Managers, Policy & Partnerships, Monitoring and Evaluation (M&E)	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans. Semi-structured interviews  Process evaluation Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis  Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening
1.3 To what extent is the CSP coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Relevance)				
1.3.1 Alignment to United Nations Development Assistance Framework (UNDAF) in country at the time of design, during the	Assessing the extent to which there is consistency between the CSP strategic outcomes, outputs, and activities and the Socioeconomic and Peacebuilding Framework for COVID-19 Recovery (SEPF)	1.3.1.1 Comparison of SEPF with CSP strategic objectives – disaggregated by activity and strategic outcome 1.3.1.2 WFP and United Nations Country Team (UNCT) stakeholders can articulate how CSP strategic outcomes are coherent with SEPF	CSP design documents CSP MTR SEPF documentation including evaluations as available (SEPF, United Nations Development Programme (UNDP), UNICEF,	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans Semi-structured interviews with key informants

<p>implementation period and currently (during COVID-19 pandemic)</p>	<p>priority areas and outcomes – how coherent and consistent the CSP is with SEPF Identifying changes in the wider SEPF and WFP’s subsequent engagement with these<sup>6</sup></p>	<p>1.3.1.3 WFP and UNCT stakeholders can identify changes in United Nations frameworks and WFP subsequent adaptation to these</p>	<p>United Nations Population Fund (UNFPA), among others) Socio-Economic Response Plan (SERP) Annual country reports (ACRs) KIIs/MSC with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with UNCT member organization representatives and United Nations Focal Point for SEPF – RCO, UNICEF, Food and Agriculture Organization of the United Nations (FAO), UNDP</p>	<p>Process evaluation Triangulation between data sources, data collection techniques, and data types</p>
<p>1.3.2 Explicit leverage of WFP’s comparative advantage and partnerships in CSP design</p>	<p>Assessing the extent to which WFP has recognized and maximized its potential comparative advantage with respect to the actions and programming of other United Nations agencies, funds and programmes to maximize inter-agency complementarity while avoiding duplication of effort</p>	<p>1.3.2.1 Existence in CSP document articulating WFP comparative advantages at the time of design  1.3.2.2 Recognition in memorandums of understanding (MoUs) and ProDocs of WFP comparative advantage – disaggregated by SO  1.3.2.3 WFP, government, UNCT, and international community representatives can elaborate WFP comparative advantages in the Philippines–disaggregated by SO  1.3.2.4 Evidence of partnerships based on and utilising WFP’s comparative advantage</p>	<p>CSP document Internal WFP reports such as workplans External documents including, among others: i) ProDocs and MoUs; ii) Government annual reports; iii) Decentralized reviews and evaluations; iv) Cooperation Framework agreements; v) Annual SEPF reports and SEPF evaluations (SEPF, UNDP, UNICEF, UNFPA among others) KIIs/MSC with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with UNCT member organization representatives and UN Focal Point for SEPF KIIs with government officials, FGDs with beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans  Semi-structured interviews with key informants with iterative analysis  Focus group discussions (FGDs) and KIIs with iterative analysis  Process evaluation Triangulation between data sources, data collection techniques, and data types</p>

<sup>6</sup> Added to standard Evaluation Question at request of country office.

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? (Relevance, Coherence)				
1.4.1. Clarity and quality of the theory of change (ToC) outlined in the CSP	Quality of ToC assessed against Foreign, Commonwealth & Development Office (FCDO) (2012) Theory of Change checklist covering needs analysis, causal chains, causal assumptions, and evidential base.	1.4.1.1 Evidence of an explicit attempt to base the CSP on a ToC 1.4.1.2 Evidence of other influencing factors taking precedence over ToC in activity and modality selection	Documentary review of CSP and associated needs analyses KIIs with current and former country office staff	Semi-structured interviews with key informants with iterative analysis  KIIs with iterative analysis  Process evaluation  FCDO (2012) Theory of Change Quality checklist
1.4.2. Alignment with WFP comparative advantages as defined in the WFP strategic plan	Degree to which WFP comparative advantages are explicitly defined and highlighted in CSP documents	1.4.2.1 Evidence of consideration being given to WFP comparative advantage in CSP design 1.4.2.2 Evidence of WFP strategic plan informing CSP design	Documentary review of CSP and WFP strategic plan KIIs with current and former country office staff	Semi-structured interviews with key informants with iterative analysis  KIIs with iterative analysis  Process evaluation  Triangulation between data sources, data collection techniques, and data types
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? (Relevance, Coherence)				
1.5.1 Flexibility to adapt to changing contexts	The extent to which the pandemic led to changes in strategic positioning required and the degree of adaptation by WFP To what extent was the WFP CSP able to appropriately balance humanitarian and development approaches?  The extent to which WFP's strategic positioning remained relevant during onset of emergencies and the organization of national and regional emergency response including the emergence of new response entities or	1.5.1.1 Existence of documentation in CSP design and annual reports which shows justification for balance between humanitarian and development response 1.5.1.2 Existence in after action reports regarding relevance of WFP of emergency response within changing context  1.5.1.3 WFP, government, humanitarian response actors, and donor stakeholders show a consensus perception regarding the relevance of how WFP balanced humanitarian and development approaches in times of emergency response 1.5.1.4 WFP, government, humanitarian response actors, and donor stakeholders can articulate WFP's strategic positioning for capacity strengthening within the context of an emergency response	WFP ACRs/Standard Project Report WFP COMP and APP CSP MTR Budget revision (BR) narratives WFP internal reports, including monitoring reports and Vulnerability Analysis and Mapping (VAM) assessments ProDocs and MoUs WFP VAM analyses Project proposals to donors for COVID-19 response SERP BR narratives and justification KIIs/MSCs with government officials including, among others: MOHSD, MOE, MOES, MAG	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans. Semi-structured interviews with key informants with iterative analysis Emergency response field visits  Process evaluation Triangulation between data sources, data collection techniques, and data types Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening

	organizations at national and regional levels	1.5.1.5 Existence of analyses related to the pandemic that included implications for new strategic positioning required as a result of the pandemic response 1.5.1.6 WFP and government stakeholders show a consensus perception that the CSP adapted strategically to respond to the COVID-19 pandemic 1.5.1.7 WFP and government stakeholders show a consensus perception that the CSP appropriately targeted affected vulnerable populations in the COVID-19 response	KIIs/MSCs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E Project site visits SO5 and interviews with local authorities, project coordination committees, and beneficiaries CCS milestones checklist	
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 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? (Effectiveness)				
2.1.1. Degree to which planned outcomes have been observed	Extent to which the outcomes defined in the reconstructed ToC can be said to have occurred  Extent to which the outcomes defined in the UNSDCF can be said to have occurred  Examples of unintended outcomes, either positive or negative, being observed  Extent the CSP assumptions hold true and how this affected the achievement of CSP outputs	2.1.1.1 WFP monitoring and evaluation data demonstrates evidence of each of the outcomes defined in the revised ToC 2.1.1.2. External reports and research demonstrate evidence of each of the outcomes defined in the revised ToC 2.1.1.3. WFP and government stakeholders show a consensus perception that each of the outcomes defined in the revised ToC were achieved 2.1.1.4. WFP monitoring and evaluation data demonstrates evidence of each of the outcomes defined in the UNSDCF 2.1.1.5. External reports and research demonstrate evidence of each of the outcomes defined in the UNSDCF 2.1.1.6. WFP and government stakeholders show a consensus perception that each of the outcomes defined in the UNSDCF were achieved 2.1.1.7. Examples of evidence for additional outcomes, either positive or negative, being observed in WFP monitoring and evaluation data, external reports, or key stakeholder perceptions	WFP ACRs/Standard Project Reports WFP Internal Reports Emergency Response Proposals and coordination updates and Situation Reports External documents from SEPF and Resident Coordinator Office (RCO) related to the COVID-19 response. KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with UNCT member organization representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP KIIs with government officials  Project site visits and interviews with local authorities, cooperating partners, and beneficiaries	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans Semi-structured interviews with key informants with iterative analysis Emergency response field visits  Outcome harvesting  Triangulation between data sources, data collection techniques, and data types  Outcome harvesting tool

<p>2.1.2. Strength of evidence for WFP's contribution towards the outcomes observed</p>	<p>Degree to which evidence supports the causal hypothesis in the reconstructed ToC and sector-specific ToC developed by the WFP country office</p> <p>Degree to which evidence supports the counter-hypothesis per strategic outcome area</p>	<p>2.1.2.1. Quantity of evidence passing the hoop, smoking-gun, and doubly-decisive tests for the ToC causal hypotheses</p> <p>2.1.2.2. Quantity of evidence passing the hoop, smoking-gun, and doubly-decisive tests for the alternative hypotheses</p>	<p>WFP ACRs/Standard Project Reports</p> <p>WFP internal reports</p> <p>Emergency Response Proposals and coordination updates and Situation Reports</p> <p>External documents from SEPF and RCO related to the COVID-19 response</p> <p>KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E</p> <p>KIIs with UNCT member organization representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP</p> <p>KIIs with government officials</p> <p>Project site visits and interviews with local authorities, cooperating partners, and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants with iterative analysis</p> <p>Emergency response field visits</p> <p>Outcome harvesting.</p> <p>Triangulation between data sources, data collection techniques, and data types</p> <p>Outcome harvesting tool</p>
<p>2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles and access, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and capacity strengthening)? (Effectiveness, Coherence)</p>				
<p>2.2.1 Humanitarian principles and access</p>	<p>Extent to which humanitarian principles have been integrated and applied, including in the COVID-19 response</p> <p>Extent to which humanitarian assistance was delivered impartially according to needs</p> <p>Extent to which humanitarian access was maintained including for hard-to-reach communities throughout the archipelago and communities of BARMM</p>	<p>2.2.1.1 Documentation describes WFP actions for contributing to humanitarian principles during emergency response</p> <p>2.2.1.2 WFP, government, and other key stakeholder perceptions regarding the WFP operationalization of humanitarian principles within the COVID-19 emergency response as well as identification of potential future measures</p> <p>2.2.1.3 WFP, government, subnational authorities, and other key stakeholder perceptions regarding WFP access to all communities of the Philippines</p> <p>2.2.1.4 Existence of lessons learned documentation regarding harmonizing WFP and government priorities during emergency response and capacity strengthening roles during humanitarian actions</p>	<p>WFP ACRs/Standard Project Reports</p> <p>WFP internal reports</p> <p>Emergency Response Proposals and coordination updates and Situation Reports</p> <p>External documents from SEPF and RCO related to the COVID-19 response</p> <p>KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E</p> <p>KIIs with UNCT member organization representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP</p> <p>KIIs with government officials</p> <p>Project site visits and interviews with local authorities, cooperating partners, and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Field visits identifying common themes</p> <p>Process evaluation</p> <p>Triangulation between data sources, data collection techniques, and data types</p>

	How were potential tensions between alignment with government priorities and humanitarian principles navigated?	2.2.1.5 WFP, government, humanitarian response actors, and donor stakeholders can articulate WFP's adherence to humanitarian principles within capacity strengthening framework approach during emergency response		Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening
2.2.2 Protection including attention to Prevention of Sexual Exploitation and Abuse (PSEA)	To what extent has WFP country office ensured the integration of protection of affected populations including attention to PSEA into CSP interventions and engagement in country-wide PSEA platforms?	2.2.2.1 Evidence in documentation citing protection measures – including data protection – of affected populations – disaggregated by SO 2.2.2.2 WFP, government, UNCT, and other key stakeholders perceive WFP to have integrated protection into CSP actions – by SO 2.2.2.3 Evidence of clear country-level guidance and systems on PSEA as adapted from WFP policy guidance 2.2.2.4 Evidence that staff are aware of PSEA guidance and can follow it 2.2.2.5 Evidence of any evolution of PSEA accountability since guidance has been put in place 2.2.2.6 Evidence of engagement and/or leadership with broader UNCT PSEA platforms	CSP programme design document Activity workplans WFP ACRs/Standard Project Reports WFP internal reports KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with international representatives – UNICEF, FAO, IFAD, UNDP, and others Project site visits and interviews with local authorities and beneficiaries KIIs with cooperating partners and civil society actors in SO activities	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans  Semi-structured interviews with key informants  Field visits identifying common themes  Process evaluation Triangulation between data sources, data collection techniques, and data types
2.2.3 Accountability to affected populations	The degree to which the principles of accountability to affected populations were considered and able to be integrated within the framework of the CSP disaggregated by SO, including humanitarian response actions and future measures Extent of effectiveness of complaints and feedback mechanisms	2.2.3.1 Evidence in documentation citing accountability to affected population measures – including complaints mechanisms disaggregated by activity and SO  2.2.3.2 WFP, government, UNCT, and other key stakeholders perceive that WFP: i) has integrated accountability to affected populations aspirations into CSP actions – disaggregated by activity and SO; ii) includes humanitarian response measures within emergency response; iii) can cite reflections for future measures for integrating accountability to affected populations within a CSP capacity strengthening approach.	WFP ACRs/Standard Project Reports WFP internal reports Emergency Response Proposals and coordination updates and Situation Reports External documents from SEPF and RCO related to the COVID-19 response KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with UNCT member organization representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP KIIs with government officials	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans  Semi-structured interviews with key informants  Field visits identifying common themes  Process evaluation

		2.2.3.3 Beneficiaries are aware of and can effectively access complaints and feedback mechanisms and WFP documentation monitors resolutions	Project site visits and interviews with local authorities, cooperating partners, and beneficiaries	Triangulation between data sources, data collection techniques, and data types  Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening
2.2.4 Gender, equity, and inclusion	<p>The degree to which the principles of gender, equity and inclusion were considered and able to be integrated within the framework of the CSP and within support for activities (by SO) and any humanitarian response</p> <p>The degree to which progress has been made toward the gender transformative programme actions</p>	<p>2.2.4.1 WFP gender and age marker scores and assessment – disaggregated by SO as feasible</p> <p>2.2.4.2 Documentation in CSP and emergency response can show gender, equity and inclusion analysis undertaken during design phase or strategic review disaggregated by activity and SO</p> <p>2.2.4.3 Workplans describe how gender, age, equity and inclusion considerations shape activities and interventions – disaggregated by activity and objective</p> <p>2.2.4.4 Budget analysis shows resource allocation for gender sensitive programming – disaggregated by activity and SO</p> <p>2.2.4.5 WFP, government, and other key stakeholders can cite: i) mechanisms by which WFP integrated gender sensitivity into programming, partnerships, and agreements – disaggregated by activity and objective; ii) future measures by which WFP can integrate gender sensitivity into future programming, partnerships, or agreements within a CSP approach</p> <p>2.2.4.6 WFP stakeholders and WFP documentation can identify progress</p>	<p>WFP ACRs/Standard Project Reports</p> <p>WFP internal reports</p> <p>Emergency Response Proposals and coordination updates and Situation Reports</p> <p>External documents from SEPF and RCO related to the COVID-19 response</p> <p>KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E</p> <p>KIIs with UNCT member organization Representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP</p> <p>KIIs with government officials</p> <p>Project site visits and interviews with local authorities, cooperating partners, and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Field visits identifying common themes</p> <p>Process evaluation</p> <p>Triangulation between data sources, data collection techniques, and data types</p> <p>Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening</p>

		achievements against gender transformative action plans		
2.2.5 Environment	The degree to which the principles of environmental assessment of project activities considered and able to be integrated within the framework of the CSP and within support for activities (by SO) and any humanitarian response	<p>2.2.5.1 Documentation in CSP and emergency response can show environmental analysis undertaken during design phase or strategic review disaggregated by activity and SO</p> <p>2.2.5.2 Workplans describe how environmental considerations shape activities and interventions – disaggregated by activity and objective</p> <p>2.2.5.3 WFP, government, and other key stakeholders can cite: i) mechanisms by which WFP integrated environmental sensitivity into programming, partnerships, and agreements – disaggregated by activity and outcome</p>	<p>WFP ACRs/Standard Project Reports WFP internal reports Emergency Response Proposals and coordination updates and Situation Reports External documents from SEPF and RCO related to the COVID-19 response KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with UNCT member organization representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP KIIs with government officials Project site visits and interviews with local authorities, cooperating partners, and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Field visits identifying common themes</p> <p>Process evaluation Triangulation between data sources, data collection techniques, and data types</p> <p>Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening</p>
2.2.6. Capacity strengthening	The degree to which WFP efforts to strengthen capacities of national and subnational bodies (including government and civil society) have resulted in observable improvements in Philippine capacity to respond to crises and address chronic Food Security and Nutrition (FSN) needs in the future	<p>2.2.6.1. Evidence in documentation of improved investment and human resource capacity of Philippine partner organisations to address emergency and chronic needs relating to the CSP SOs</p> <p>2.2.6.2. Perceptions of national and subnational stakeholders in WFP partner organisations (including Philippines and United Nations and donors) that WFP's efforts have contributed to an observable improvement</p>	<p>WFP ACRs/Standard Project Reports WFP internal reports Emergency Response Proposals and coordination updates and Situation Reports External documents from SEPF and RCO related to the COVID-19 response KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with UNCT member organization representatives and UN Focal Point for SEPF – RCO, UNICEF, FAO, UNDP KIIs with government officials</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Field visits identifying common themes</p> <p>Process evaluation Triangulation between data sources, data collection techniques, and data types</p>



			Project site visits and interviews with local authorities, cooperating partners, and beneficiaries	Application of CCS milestone framework checklist for indicator assessment of national capacity strengthening
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? (Sustainability)				
2.3.1 Strategic integration	Assessing the extent to which CSP benefits are likely to be integrated and reflected in government policies and priorities, United Nations frameworks, and WFP corporate frameworks	2.3.1.1 Evidence in documentation of strategic integration of CSP objectives and activities in Philippines Government plans and development strategies 2.3.1.2 WFP, government and UNCT stakeholders provide consensus perception of strategic integration of CSP objectives and activities to future government, WFP, and UNCT priorities	WFP CSP document CSP MTR Government policies and plans KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans  Semi-structured interviews with key informants  Process evaluation Triangulation between data sources, data collection techniques, and data types
2.3.2 Technical capacity achievements, ownership, and handover	Assessing the extent to which technical capacity strengthening have been achieved among government institutions among dimensions of: i) individual; ii) institutional; iii) enabling environment, by SO sufficient to sustain social protection and humanitarian response programming and food security after WFP support. Exploring the extent to which there exists sufficient political will and ownership among government to support targeted activities and programmes moving forward in food security analysis, nutrition, school meals,	2.3.2.1 Evidence exists from documentation citing technical capacity achievements according to Capacity Strengthening Framework progress milestones for the three dimensions – disaggregated by SO 2.3.2.2 WFP, Government, and other key stakeholders' consensus perceptions regarding WFP contribution to strengthened Government capacity according to three dimensions– disaggregated by SO 2.3.2.3 Evidence exists from documentation citing political will and ownership considerations compared against Capacity Strengthening Framework progress milestones – disaggregated by SO 2.3.2.4 WFP, government, and other key stakeholders' consensus perceptions regarding government ownership and political will – disaggregated by SO 2.3.2.5 Evidence in documentation of effects on subnational government capacity through	WFP ACRs/Standard Project Reports Capacity Assessment Mapping (By SO) ProDocs and MOUs CSP MTR Government Policy Frameworks and Programmes WFP Internal Reports WFP Budget Reports Country Programme Action Plan KIIs with government officials KIIs with current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with international representatives – UNICEF, FAO, UNDP, and others Project site visits and interviews with local authorities and beneficiaries KIIs with cooperating partners and civil society actors in SO activities	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans  Semi-structured interviews with key informants Field visits and project observations identifying common themes  Process evaluation Triangulation between data sources, data collection techniques, and data types

	<p>livelihoods, resilience, and emergency preparedness</p> <p>The existence of exit strategies for the different SO components and measures planned to support the sustainability of the actions</p>	<p>national level capacity strengthening approach at provincial, district, and sub-district level – disaggregated by capacity dimension (individual, institutional, and enabling environment)</p> <p>2.3.2.6 WFP, government, and other key stakeholders can identify the defined exit strategies for WFP within the CSP and actions taken towards these exit strategies</p>		
<b>Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>				
<b>3.1 To what extent were outputs delivered within the intended timeframe? (Efficiency)</b>				
<b>3.1.1 Timeliness</b>	<p>Assessing the extent to which planned activities and outputs were delivered within the intended timeframe</p> <p>Main factors affecting timeliness</p>	<p>3.1.1.1 Evidence in programme reports of timeliness – disaggregated by activity and SO</p> <p>3.1.1.2 WFP and government stakeholders provide consensus perceptions regarding the timeliness of activities delivered within the intended timeframe – disaggregated by activity and SO</p> <p>3.1.1.3. WFP, government, and beneficiary stakeholders provide consensus perceptions regarding main factors affecting timeliness of delivery</p>	<p>CSP design document</p> <p>WFP ACRs/Standard Project Reports</p> <p>Country Programme Action Plan</p> <p>Amendment to Country Programme Action Plan</p> <p>ProDocs and MoUs</p> <p>CSP MTR</p> <p>Partnership Agreements – government, UNCT, and civil society</p> <p>Decentralized evaluations</p> <p>KIIs with government officials</p> <p>KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E</p> <p>KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF, BHA, EU, Japan, and others</p> <p>Project site visits and interviews with local authorities and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Process evaluation</p> <p>Triangulation between data sources, data collection techniques, and data types</p>
<b>3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities? (Coverage)</b>				
<b>3.2.1 Coverage</b>	<p>Exploring the extent to which targeting of interventions within the CSP utilized justifiable methodology in targeting (such as VAM and other mapping data) for decision making including in response to the pandemic</p>	<p>3.2.1.1 Evidence in documentation of mapping data being used for targeting interventions – disaggregated by SO</p> <p>3.2.1.2 WFP and government stakeholders provide consensus perceptions regarding the appropriateness of any targeting and coverage decisions within the frame of the CSP – disaggregated by SO</p>	<p>CSP design document</p> <p>WFP ACRs/Standard Project Reports</p> <p>Country Programme Action Plan</p> <p>Amendment to Country Programme Action Plan</p> <p>ProDocs and MoUs</p> <p>CSP MTR</p> <p>Partnership Agreements – government, UNCT, and civil society</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p>

	What factors can explain the changes over time and differences between SOs and activities in financial execution?	3.2.1.3 WFP and government provide perceptions regarding changes of WFP interventions coverage and targeting as a result of the pandemic	Decentralized evaluation KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF, BHA, EU, Japan, and others Project site visits and interviews with local authorities and beneficiaries	Process evaluation Triangulation between data sources, data collection techniques, and data types
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance? (Efficiency)				
3.3.1 Cost efficiency	Exploring the extent to which the CSP operated within a cost-efficient manner including additional costs incurred as a result of COVID-19 pandemic protective measures  What factors can explain the changes over time and differences between SOs and activities in financial execution?	3.3.1.1 Existence of evidence showing how resources within the CSP were optimized for delivery of interventions – disaggregated by activities and SO  3.3.1.2 Analysis of efficiency through comparison of planned vs. mobilized resources used within the CSP to determine resource mobilization efficiency  3.3.1.3 Analysis of budget breakdown and the evolution of the direct support cost budget line within the CSP to determine degree of operational efficiency over time including during the pandemic period  3.3.1.4 WFP and CSP stakeholders' consensus perceptions regarding the cost-efficiency of the CSP and the implementation of activities  3.3.1.5. WFP stakeholders can identify cost drivers explaining variations in activities and SO execution over time	CSP design document WFP ACRs/Standard Project Reports Country Programme Action Plan Amendment to Country Programme Action Plan ProDocs and MoUs CSP MTR Partnership Agreements – government, UNCT, and civil society Decentralized evaluations KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, M&E KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF, BHA, EU, Japan, and others Project site visits and interviews with local authorities and beneficiaries	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans  Semi-structured interviews with key informants  Process evaluation Triangulation between data sources, data collection techniques, and data types
3.4 To what extent were alternative, more cost-effective measures considered? (Efficiency)				
3.4.1 Alternative approaches	Assessing the extent to which the exploration of alternative approaches for cost-effective measures were integrated into the CSP programming	3.4.1.1 Existence of evidence in documentation of the intentional exploration of alternative approaches for enhanced cost effectiveness – disaggregated by activity and SO	CSP design document WFP ACRs/Standard Project Reports Country Programme Action Plan Amendment to Country Programme Action Plan	Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans

	<p>and the selection of the respective transfer modalities</p> <p>Assessing the degree to which WFP was able to identify alternative approaches for addressing the COVID-19 response</p>	<p>3.4.1.2 Existence of evidence in documents regarding the optimal transfer modalities to use in beneficiary activities</p> <p>3.4.1.3 WFP and CSP stakeholders' consensus perceptions regarding the exploration of alternative approaches for cost-effective measures</p>	<p>ProDocs and MoUs CSP MTR Partnership Agreements – government, UNCT, and civil society Decentralized evaluations KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF, BHA, EU, Japan, and others Project site visits and interviews with local authorities and beneficiaries</p>	<p>Semi-structured interviews with key informants</p> <p>Process evaluation Triangulation between data sources, data collection techniques, and data types</p>
<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>				
<b>4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP? (Relevance)</b>				
4.1.1 Resource mobilization	<p>Identifying the extent to which resource mobilization met CSP financing needs according to four dimensions: a) forecast; b) adaptiveness; c) barriers for resourcing; d) CSP corporate systems and structures</p> <p>The extent to which the resource forecast was accurate for the CSP disaggregated by activity and SO</p> <p>Existence of evidence regarding adaptation of resource mobilization to respond to changing contexts within the CSP – documentation and stakeholder perceptions</p>	<p>4.1.1.1 Evidence in documentation of resource forecasting guiding CSP designs – disaggregated by SO</p> <p>4.1.1.2 Evidence in documentation regarding actions taken to adapt to resource mobilization changes throughout the CSP – disaggregated by SO</p> <p>4.1.1.3 Evidence in documentation referencing barriers for resourcing – disaggregated by CSP SO</p> <p>4.1.1.4 Evidence in documentation regarding functioning of CSP finance and budget structure for adaptiveness and resourcing</p> <p>4.1.1.5 WFP, government and donor stakeholders hold consensus perceptions on WFP's capacity for resource mobilization according to four dimensions: a) forecast; b) adaptiveness; c) barriers for resourcing; d)</p>	<p>CSP design document WFP ACRs/Standard Project Reports Country Programme Action Plan Amendment to Country Programme Action Plan ProDocs and MoUs CSP MTR Partnership Agreements – government, UNCT, and civil society Decentralized evaluations KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF, BHA, EU, Japan, and others Project site visits and interviews with local authorities and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Process evaluation Triangulation between data sources, data collection techniques, and data types</p>

	<p>Existence of evidence regarding barriers – if any – to resource mobilization including international donors and government commitments – documentation and stakeholder perceptions</p> <p>Perceptions of government and other key stakeholders regarding WFP mobilization potential and barriers within the CSP</p> <p>Perceptions of WFP stakeholders regarding new CSP budget structure and potential for flexible response to financing the CSP</p> <p>Perceptions of stakeholders regarding effects of the pandemic on financial needs and the level of funding on any additional requests</p>	<p>CSP corporate systems and structures – disaggregated by activity and SO</p>		
<p>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? (Efficiency, Sustainability)</p>				
<p>4.2.1 Knowledge management systems</p>	<p>Identifying the extent to which knowledge management systems met CSP institutional memory and strategic decision making needs</p>	<p>4.2.1.1 Evidence in documentation of M&amp;E guiding CSP designs – disaggregated by SO</p> <p>4.2.1.2 Evidence in documentation regarding actions taken to adapt to M&amp;E reporting throughout the CSP – disaggregated by SO</p> <p>4.2.1.3 Evidence in documentation referencing barriers for knowledge management by CSP SO</p> <p>4.2.1.4 Evidence in documentation regarding functioning of CSP monitoring and reporting</p>	<p>CSP design documents CSP MTR Decentralized Evaluation of Capacity Strengthening (DECS) ACRs</p> <p>KIIs/MSCs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E, Finance, budget office</p>	<p>Document review using review tool to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with iterative analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

		<p>structure for adaptiveness and institutional memory</p> <p>4.2.1.5 WFP, government and donor stakeholders hold consensus perceptions on WFP's capacity for monitoring and reporting for knowledge management, advocacy, and institutional memory</p>	<p>KIIs with donor, government, and UN agency representatives</p>	
<p>4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? In particular, as regards to adaptation and response to the COVID-19 pandemic and any other unexpected crises or challenges? (Sustainability)</p>				
<p>4.3.1 Partnerships</p>	<p>Exploring the extent to which strategic decision making influenced partnerships and collaborations on the dimensions of: i) opportunities; ii) outcomes; and iii) barriers to partnering</p> <p>Existence of evidence regarding strategic decision making on partnerships for influencing performance within the CSP</p> <p>Perceptions of government and other key stakeholders regarding CSP quality of partnerships</p> <p>To what extent was the country office able to adapt to partnership needs and additional opportunities arising during the COVID-19 pandemic?</p>	<p>4.3.1.1 Programme documentation shows evidence of strategic decision making regarding partnerships disaggregated by type of partnership</p> <p>4.3.1.2 Programme documentation provides evidence of outcome of partnerships including effect on results disaggregated by type of partnership</p> <p>4.3.1.3 Programme documentation cites barriers to partnerships disaggregated by type of partnership within CSP framework</p> <p>4.3.1.4 Number of partnerships and coordinating mechanisms disaggregated by type of partnership of which WFP is a member or leader within the current CSP</p> <p>4.3.1.5 WFP, government and other key stakeholder perceptions regarding WFP partnerships disaggregated by type of partnership within the CSP according to three dimensions: i) opportunities; ii) outcomes; and iii) barriers</p> <p>4.3.1.6 WFP, government, and other key stakeholder perceptions regarding WFP adaptation to partnerships during the COVID-19 response according to three dimensions: i) opportunities; ii) outcomes; and iii) barriers</p>	<p>CSP document CSP MTR Activity Workplans Country Programme Action Plan WFP ACRs/Standard Project Reports Partnership Agreements ProDocs and MoUs</p> <p>KIIs/MSCs with government officials</p> <p>KIIs/MSCs with current and former WFP stakeholders</p> <p>Project site visits interviews with local authorities, non-governmental organizations (NGOs), and beneficiaries</p> <p>KIIs with cooperating partners and civil society actors in SO activities</p> <p>KII/MSCs with UN and donor representatives</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants with iterative analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP? (Efficiency, Effectiveness)				
4.4.1 Human resources (HR) capacity	<p>Exploring the extent that the HR structure enhanced flexibility in terms of: i) budget allocation flexibility; ii) emergent ad hoc requests; iii) activity and SO synergy; and iv) flexibility in staffing</p> <p>Existence of evidence regarding structural factors in CSP HR that provided greater flexibility</p> <p>WFP stakeholder perceptions regarding CSP HR structural strengths and challenges for increased operational flexibility especially during the pandemic</p>	<p>4.4.1.1 Evidence in documentation already developed in previous sections. Findings applied here for assessment of results – in general and disaggregated by activity</p> <p>4.4.1.2 Evidence in documentation regarding reflections on CSP HR structure and implications for flexibility and actions – in general and – disaggregated by SO</p> <p>4.4.1.3 WFP, government and other key stakeholders hold consensus perception regarding CSP HR staffing including numbers, technical expertise, and flexibility</p>	<p>CSP document CSP MTR WFP DECS WFP ACRs/Standard Project Reports</p> <p>KIIs with government officials and WFP stakeholders,</p>	<p>Document review using review tool to identify iterative themes and comparison</p> <p>Semi-structured interviews with key informants with iterative analysis</p> <p>Quantitative analysis of HR data on shifts in personnel over time</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
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?				
4.5.1 Other factors affecting WFP's performance	<p>Assessment of internal and external factors that facilitated or hindered the delivery of results or subsequent intended cascade effects</p>	<p>4.5.1.1 Evidence in documentation related to internal factors affecting results disaggregated by SO and activity</p> <p>4.5.1.2 Evidence in documentation related to external factors affecting results disaggregated by SO and activity</p> <p>4.5.1.3 WFP, government, UNCT and other stakeholders can identify internal and external factors affecting results and potential cascade effects disaggregated by activity, outcome, and ministry or agency</p>	<p>CSP design document WFP ACRs/Standard Project Reports Country Programme Action Plan Amendment to Country Programme Action Plan ProDocs and MoUs CSP MTR Partnership Agreements – government, UNCT, and civil society Decentralized evaluations KIIs with government officials KIIs with current and former WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E KIIs with donor and UN Peer Agencies – RCO, UNDP, UNICEF, BHA, EU, Japan, and others Project site visits and interviews with local authorities and beneficiaries</p>	<p>Document review using review tool to identify iterative themes and comparison between WFP documentation and national policies and plans</p> <p>Semi-structured interviews with key informants</p> <p>Process evaluation</p> <p>Triangulation between data sources, data collection techniques, and data types</p> <p>Process-tracing analysis</p>





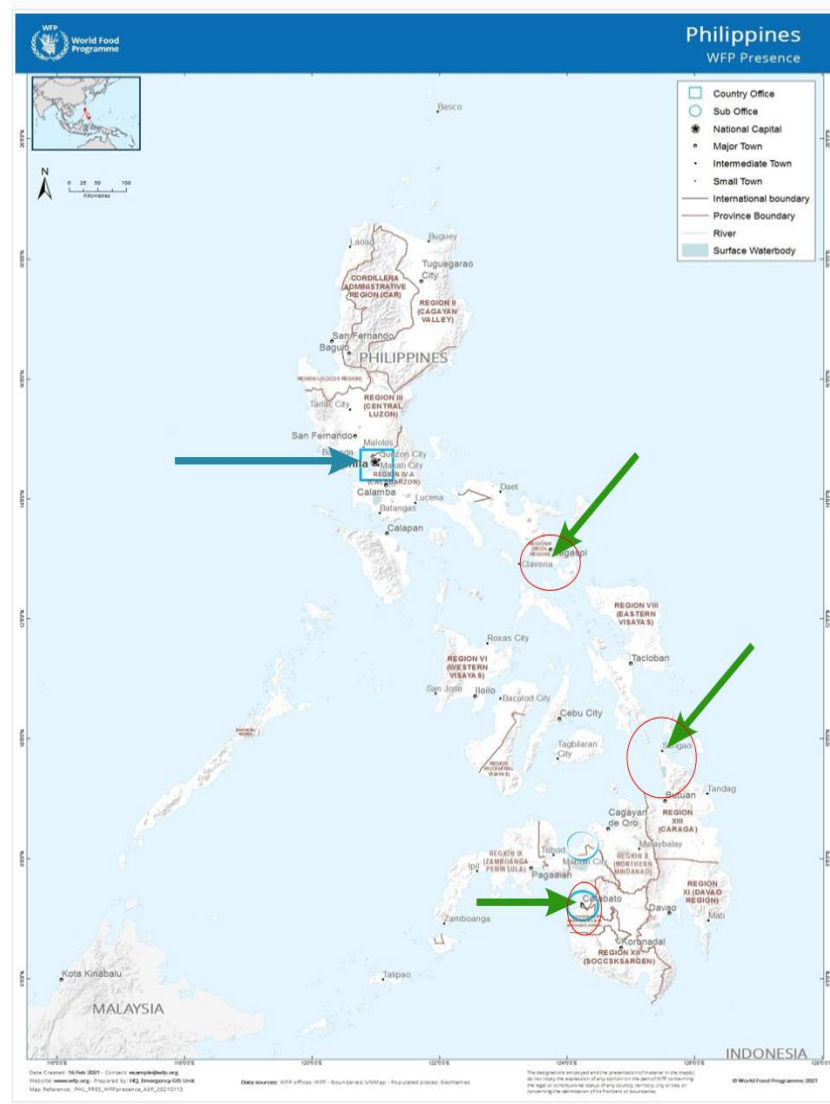
# Annex 6: Fieldwork calendar

65. The data collection schedule was an in-person field mission carried out from 3-21 October 2022 with the exit briefing on 21 October 2022. Field visits to subnational sites were scheduled in all three weeks of the field mission with different pairs of team members going to each site so that there would always be two evaluation team members in Manila to be able to respond to the available schedule of government and United Nations stakeholders. Figure 2 describes the overall calendar of activities in the in-person field mission scenario. Figure 3 provides a map showing locations of evaluation team visits.

Figure 2: Overall field mission calendar

Data Collection Phase	October																						
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23		
Internal ET meeting	■					■	■							■	■								
WFP Interviews (all team)		■				■	■							■	■								
Manila interviews (at least two ET always in Manila)		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Travel to Albay (ET pair)			■																				
Legazpi KIs			■																				
Sub-district 1 visit				■																			
Sub-district 2 visit					■																		
Travel to Manila (Albay team)						■																	
Travel to Caraga (Caraga team -ET pair)						■	■																
Surigao City KIs						■	■	■															
Sub-district 1 visit									■														
Sub-district 2 visit										■													
Travel to Manila Caraga team - ET pair											■												
Travel Cotabato - ET pair															■	■							
Cotabato City KIs															■	■							
Sub-district 1 visit																■							
Sub-district 2 visit																	■						
Travel to Manila Cotabato team - ET pair																							
Manila interviews (at least two ET always in Manila)		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Team consolidation							PM								■	■				■			
Exit debrief							■	■							■	■					■	■	

Figure 3: Map of project site visits



Source: WFP GIS Unit

# Annex 7: Data collection tools<sup>7,8</sup>

## 7.1. KEY INFORMANT INTERVIEW (KI) NATIONAL LEVEL INTERVIEW GUIDE

**Introduction (to be read at the beginning of each interview):** We are an evaluation team of five persons commissioned by WFP Office of Evaluation to carry out an independent evaluation of WFP's Country Strategic Plan (CSP) in The Philippines.

**The evaluation:** The purpose of this evaluation is to assess the progress, results, lessons learned, and recommendations for future improvement of WFP's support through this programme for the Government. We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the functioning of this programme so far. If you decide to participate, the interview may last an hour.

**Participation is voluntary:** Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.

**Risks and benefits:** This evaluation is designed to help improve future WFP programming in the Philippines by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. You should report any problems to [\_\_\_\_\_].

**Confidentiality:** The reports from this and the other meetings will collect and summarize the views and opinions of participants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this interview? (Verbal response only requested)

OPENING AND ROLE	
1.	First of all, what is your relationship to, or the way you are connected to, this WFP Country Strategic Plan (CSP)? What is your role? (Note: If no relationship to WFP CSP, then ask regarding relationship to the strategic outcome (SO) interventions (FSN, CBT, DRR, supply chain and emergency telecoms, etc). Dimensions to explore as probes throughout: <ul style="list-style-type: none"> <li>• Humanitarian response/Unconditional nutrition-sensitive food assistance</li> <li>• Capacity strengthening to government nutrition-related interventions</li> <li>• Capacity strengthening and food assistance in BARMM</li> <li>• Support to DRR/DRM and CCA</li> <li>• Capacity strengthening of governments' EPR/supply chain/ECT for emergency response</li> </ul>
PROGRAMME EFFECTS	
2.	Results: Thinking back to 2017 (or when you first became involved in this role) when this CSP of WFP began, what do you see have been the major changes as a result of the CSP programme activities? (Focus on any or all that are applicable to the stakeholder interviewed.) Can you give an example of specific achievements?
3.	Successes: What, if anything, do you see as having been the most successful actions? Which have been the main shifts or outcomes from WFP support? (Focus on any or all that are applicable to the stakeholder interviewed.)
4.	Challenges: What, if anything, have been some of the biggest challenges facing the CSP? How were these overcome? Which challenges still remain?
5.	Capacity strengthening: What are your perceptions regarding how the capacity strengthening efforts at the national level cascade to subnational levels? How effective, if at all, has the WFP CSP been in creating a cascade effect on the capacities of subnational levels? What are some barriers to subnational capacity strengthening? (Focus on the dimensions that are applicable to the stakeholder interviewed.)
6.	In your experience, what would be WFP's comparative advantage in the context? What is the added value of WFP interventions in these targeted fields?

<sup>7</sup> Due to word limits, this Annex only includes the actual interview and focus group discussion guides. The introductory processes and the application of the tools are described briefly in Annex 3 and more extensively in the Evaluation Inception Report.

<sup>8</sup> Originally, an online survey had also been developed to administer to non-governmental organization (NGO) partners. However, in consultation with the country office, it was recommended to not use the survey because, according to the country office, there were very few WFP cooperating partners and they were all going to be interviewed during the qualitative interviews.

7. (Skip if no knowledge of WFP engagements) In your experience, how has the CSP been able to adapt to changing contexts and emergent needs? What have been some of the bottlenecks for adaptation and flexibility?
<ul style="list-style-type: none"> <li>a. Strategic and political positioning and adaptiveness</li> <li>b. Responsiveness to emergent requests</li> <li>c. Demands of emergency response situations</li> </ul>
8. In your experience, how has the CSP been able to build synergy? What have been some of the multiplier effects of this type of engagement? What have been some of the barriers for building synergy?
<ul style="list-style-type: none"> <li>• Among different activities and SO within the CSP</li> <li>• Among Government ministries</li> <li>• With external development and humanitarian actors</li> </ul>
9. In your experience, what have been some of the unintended effects of the CSP programming approach during this CSP? Among different activities and SO within the CSP. With external development and humanitarian actors.
10. In your experience, to what degree has WFP participated in the clusters and technical working groups through the CSP? How has this participation supported capacity strengthening efforts?
11. In your experience, to what degree has WFP participated in national coordination platforms through the CSP? How has this participation supported capacity strengthening efforts?
12. In your experience, how well linked are the WFP field interventions with existing national social protection and development programmes?
<b>RELEVANCE (for WFP stakeholders primarily, but can be asked of others if they are familiar with the CSP design)</b>
13. To what degree have you seen the available evidence integrated into the CSP design? Were there some SOs that had more evidence integrated than others?
14. To what extent has the CSP design been appropriate to the needs of the government and of beneficiaries in the context? (Can also be asked of stakeholders familiar with CSP activities.)
15. Thinking about the different types of support provided by WFP through the CSP: How significant and relevant were these various types of activities for meeting the capacity needs of government? (Can also be asked of stakeholders familiar with CSP activities.) Did the WFP CSP focus on the right things? What were some significant needs that you see not being addressed yet?
16. To what degree do you see the CSP programme goals and objectives aligned with the relevant national policies and strategies? Are there aspects that are misaligned? (Can also be asked of government, UN stakeholders familiar with CSP activities.)
<b>EFFICIENCY (for WFP stakeholders primarily, but can be asked of others if they are familiar with the CSP implementation)</b>
17. To what degree have the CSP activities been implemented in a timely manner? (Focus on any or all activities that are applicable to the stakeholder interviewed.) In what components have there been significant delays? (If any) What effect have any significant delays had on the programme results?
18. Regarding the management of the CSP programme, how would you assess the operational, human, and financial resources in the programme? To what degree are they sufficient to ensure adequate implementation of the activities in the context? If not, what is missing? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
19. Regarding the financial execution rates, what factors can explain the changes over time and differences between the SOs and activities?
20. What are the main cost drivers for the different activities and for the country office as a whole? Have these evolved over time?
21. What measures does the country office take to save costs? Are these effective?
22. How well does the monitoring and reporting system function for the CSP programme? What are some gaps or challenges? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
23. How has the monitoring and reporting information been used, if at all, to address programme implementation bottlenecks or improve performance of delivery of activities? What might be improved?
<b>EFFECTIVENESS (All)</b>
<b>Programme effectiveness</b>
24. What is the quality of the partnerships and the relationships that WFP has with different partners at the various levels? Are there different strengths and weaknesses? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
25. How well has the inter-institutional coordination functioned for supporting capacity strengthening CSP implementation? What are some coordination gaps or challenges? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
26. Are responsibilities for data collection analysis and reporting clear between the different units involved? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
<b>Cost effectiveness</b>

27. Regarding the management of the CSP programme, how would you assess the innovation and intentional exploration of alternative approaches for cost-effectiveness? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
28. To what extent were cost-effectiveness assessments carried out to analyse and compare different intervention approaches?
29. To what extent do you see the modalities being used as cost effective?
<b>Coverage (Cross-cutting for field level interventions)</b>
30. Based on your experiences, how significant was WFP's influence on the FSN, CBT, DRR, supply chain and emergency telecoms etc. programming in the country during this CSP?
31. Based on your experiences, to what degree have WFP interventions reached the most vulnerable? (Exclusion rate, coverage, inclusion errors, etc.)
32. Based on your experiences, how effective have been the targeting mechanisms for reaching the most vulnerable? Are the right households being targeted in the field?
33. Based on your experiences, how effective have been the complaints and redress mechanisms in WFP interventions?
34. Based on your experience, how clear and well-understood are WFP's country-level guidance and systems on PSEA?
35. Based on your experience, has WFP increased its accountability on PSEA in the Philippines over the period since 2017?
36. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the direct assistance with vulnerable households?
<b>SO2/SO3/SO4 (National Capacity Building)</b>
37. Based on your experiences, in what way has there been increased capacity (within national government or Autonomous Region in Muslim Mindanao) to address: nutrition challenges/improved FSN/reduction of vulnerability to shocks? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling environment</li> </ul>
38. In what way do you see the analysis data informing policy decisions?
39. Based on your experiences, what additional capacity building needs do you see related to nutrition challenges, improved FSN, reduction of vulnerability to shocks? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling environment</li> </ul>
40. In what way have you seen the sponsored studies and evidence building exercises and coordination informing nutrition challenges, improved FSN, reduction of vulnerability to shocks policies and programming?
41. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the nutrition challenges, improved FSN, reduction of vulnerability to shocks actions?
42. Based on your experiences, in what way has there been increased capacity (within government) for national programme management in food and nutrition security, disaster risk management and emergency preparedness and response at national and subnational levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling environment</li> </ul>
43. In what way do you see WFP informing policy decisions?
44. Based on your experiences, what additional capacity building needs do you see related to national programme management in food and nutrition security, disaster risk management and emergency preparedness and response at national and subnational levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> <li>c. Enabling environment</li> </ul>
45. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the actions of WFP across each of the SOs outlined in the CSP?
<b>SUSTAINABILITY</b>
46. Capacity: In what way have the programme interventions contributed to ensure the sustainability of the activities? What is missing? (Disaggregated by SO) <ul style="list-style-type: none"> <li>a. Alignment with government priorities and UN PFSD/SEPF objectives</li> <li>b. Resource availability</li> <li>c. Technical capacity development (individual, institutional, enabling environment)</li> <li>d. Political will and ownership (government)</li> </ul>
47. Cascade: In what way have the programme interventions contributed to ensure the sustainability of the capacity building at the subnational levels? What is missing? (Disaggregated by SO)

48. Effective voice and advocacy: In your perspective, in what way has WFP been able to exercise its effective voice in influencing policy and programming?
49. Partnerships and policies: In terms of sustaining the programme long term, what partnerships, mechanisms, and policies exist that can sustain the gains of the programming? What is missing?
50. Exit and transition: (Skip if no knowledge of CSP actions.) In what way has WFP integrated an exit strategy into the CSP and how appropriate, and in what ways, is it sufficient for ensuring the sustainability of this and similar programmes and adequate transition of the programme ownership to the government partners? <ol style="list-style-type: none"><li>a. Strategy is clear to all relevant actors</li><li>b. Developed collaboratively?</li><li>c. With government?</li></ol>

## 7.2 COUNTRY CAPACITY STRENGTHENING (CCS) MILESTONES CHECKLIST

66. In addition to the open-ended key informant interview (KII) questions on country capacity strengthening (CCS), the following checklist was used to help track interventions on the pathways of change for CCS. Originally intended to be filled out in consultation with three WFP country office senior management (CD, DCD, Head of Monitoring and Evaluation (M&E)), the checklist was instead used as part of the Outcome Harvesting exercise which coded all references to CCS activities in the annual country reports (ACRs) and the Decentralized Evaluation of Capacity Strengthening (DECS) according to the entry points and pathways of change. This coding was then used to create a database of all CCS activities cited in documentation to map the activity landscape against the pathways of change. The checklist was disaggregated by strategic outcome (SO) to track the allocation of CCS processes across the country strategic plan (CSP).

**Table 11: Country capacity strengthening (CCS) rating sheet**

Criteria			Points			
Already present in the Philippines, WFP does not need to address during CSP			3			
Significant WFP efforts in this entry point during CSP			2			
Some WFP efforts in this entry point during CSP			1			
No WFP efforts yet in this entry point during CSP			0			
Pathway	Sub-component	Entry point	SO1	SO2	SO3	SO4
P1: Policies and Legislation	P1.1: FSN Sectoral Instrument	P1.1.1.1: Support Philippines in developing and promoting FSN sensitive sectoral instrument				
	P1.2: Integration with other sector specific instruments	P1.2.1: Support Philippines in achieving relevant integration in other sector-specific instruments				
	P1.3: Policy dissemination mechanisms	P1.3.1: Support Philippines in strengthening effective dissemination of relevant information				
	P1.4: International or regional partnerships	P1.4.1: Support Philippines increasing engagement in relevant global and regional partnerships				
P2: Institutional Effectiveness and Accountability	P2.1: Institutional mandate and recognition	P2.1.1: Support Philippines in strengthening institutional mandate and recognition				
	P2.2: Coordination mechanisms and accountability	P2.2.1 Support Philippines in strengthening relevant institutional coordination mechanisms				
		P2.3: Information management systems	P2.3.1 Support Philippines in designing and developing relevant digital information management systems			
	P2.3.2: Support Philippines in rolling out relevant digital information management systems					
	P2.4: Assets, platforms, and infrastructure	P2.4.1: Support KR in designing and developing relevant assets, platforms, and infrastructure				
		P2.4.2: Support Philippines in utilizing, maintaining, and managing relevant assets, platforms, and infrastructure				
P2.5: National and local partnerships	P2.5.1: Support Philippines in strengthening relevant national and local partnerships					
	P3.1: Strategic planning	P3.1.1: Support Philippines in articulating relevant strategic roadmaps and costed action plans				

P3: Strategic Planning and Financing	P3.2: Value proposition	P3.2.1: Support Philippines in articulating relevant evidence-based value proposition statements				
	P3.3: Sustainability financing	P3.3.1: Support Philippines in advocating for required financing mechanisms and models				
	P3.4: Financial management systems	P3.4.1: Support Philippines in designing and developing digital financial information management systems				
P3.4.2: Support Philippines in rolling out relevant digital financial information management systems						
P4: Stakeholder Programme Design, Delivery and M&E	P4.1: Programme design and delivery	P4.1.1: Support Philippines in strengthening relevant programme design				
		P4.1.2: Support Philippines in strengthening relevant programme delivery				
		P4.1.3: Support Philippines in disseminating relevant information on programme design and delivery to key stakeholders				
	P4.2: Evidence-based approach	P4.2.1: Support Philippines in strengthening relevant M&E practices and procedures				
		P4.2.2: Support Philippines in ensuring evidence informs the design and delivery of relevant solutions				
	P4.3: Stakeholder implementation capacity	P4.3.1: Support Philippines with Training of Trainers (TOT) in improved programme design				
		P4.3.2: Support Philippines in TOT of improved programme delivery				
P4.3.3: Support Philippines with TOT on improved programme M&E						
P4.3.4: Support Philippines programme Implementations						
P5: Engagement and participation of community, civil society, and private sector	P5.1: Engagement in programme design and delivery	P5.1.1: Support Philippines in increasing engagement of other actors in relevant programme design				
		P5.1.2: Support Philippines in increasing engagement of other actors in relevant programme delivery				
		P5.1.3: Support Philippines in increasing engagement of other actors in relevant programme M&E				
	P5.2: Participation as beneficiaries	P5.2.1: Support Philippines in increasing other actor participation in relevant programme (as beneficiaries)				
	P5.3: National research agenda	P5.3.1: Support Philippines in establishing relevant research agenda				
		P5.3.2: Support Philippines in developing higher level educational programmes to build relevant national professional capacity				



### 7.3. KEY INFORMANT INTERVIEW (KII) GUIDE SUBNATIONAL LEVEL

#### WFP, cooperating partners, local authorities

We are an evaluation team of four persons commissioned by WFP to carry out a program evaluation of WFP's Country Strategic Plan (CSP) in the Philippines.

**The evaluation:** The purpose of this evaluation is to assess the progress, results, lessons learned, and recommendations for future improvement of WFP's support through this programme for the Government. We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the functioning of this programme so far. If you decide to participate, the interview may last an hour.

**Participation is voluntary:** Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.

**Risks and benefits:** This evaluation is designed to help improve future WFP programming in the Philippines by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. There may be uncommon or previously unknown risks. You should report any problems to [\_\_\_\_\_].

**Confidentiality:** The reports from this and the other meetings will collect and summarize the views and opinions of participants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this interview? (Verbal response only requested)

OPENING AND ROLE	
1.	First of all, what is your connection to the WFP activities? What is your role? Dimensions to explore as probes throughout:
2.	Humanitarian response/Unconditional nutrition-sensitive food assistance <ul style="list-style-type: none"> <li>a. Capacity strengthening to government nutrition-related interventions</li> <li>b. Capacity strengthening and food assistance in BARMM</li> <li>c. Support to DRR/DRM and CCA</li> <li>d. Capacity strengthening of governments' EPR/supply chain/ICT for emergency response</li> </ul>
SO EFFECTS	
3.	Results: Thinking back to 2017 (or when you first began in this role) what do you see have been the major changes in the context – either at government, households, communities, or other levels?
4.	Successes: What do you see as having been the most successful actions for effectiveness by WFP at these decentralized levels and with households? Why? (Only ask for those dimensions the stakeholder is familiar with.)
5.	Challenges: What have been some of the biggest challenges facing the WFP programme for effectiveness at this subnational level? (Only ask for those dimensions the stakeholder is familiar with.)
6.	In your experience, what would be WFP's comparative advantage in implementing at the subnational levels? (Skip if no knowledge of WFP work.)
7.	In your experience, in what way has WFP been able to adapt to changing contexts and emergent needs at the subnational levels? What have been some of the bottlenecks for adaptation and flexibility?
8.	In your experience, in what way has the CSP been able to build synergy? What have been some of the multiplier effects of this type of engagement? What have been some of the barriers for building synergy? <ul style="list-style-type: none"> <li>a. Among different activities within the CSP</li> <li>b. Within vulnerable communities and households</li> <li>c. With external development and humanitarian actors</li> </ul>
9.	In your experience, what have been some of the unintended effects of the WFP programming approach during this CSP?
RELEVANCE	
10.	To what degree did you see consultation with stakeholders – including vulnerable households and communities – during the design of the CSP interventions? <ul style="list-style-type: none"> <li>a. Were there any groups left out of consultations?</li> </ul>

<ul style="list-style-type: none"> <li>b. In what way has WFP's activities been appropriate to the needs of the subnational levels of government, implementing partners, or beneficiaries in the context?</li> <li>c. Were there any gaps in needs?</li> </ul>
11. How transparent did you see the design process of the WFP interventions?
12. Thinking about the different types of support provided by WFP. How significant and relevant were the respective activities for meeting the needs of subnational level stakeholders? (Government, beneficiaries, cooperating partners.) <ul style="list-style-type: none"> <li>a. Did the WFP focus on the right things?</li> <li>b. What were some significant needs that you see not being addressed yet?</li> </ul>
<b>EFFICIENCY</b>
13. From your perspective to what degree have the WFP activities been implemented in a timely manner? <ul style="list-style-type: none"> <li>a. In what components have there been significant delays? (If any)</li> <li>b. What effect have any significant delays had on the programme results?</li> </ul>
14. Regarding the management of the WFP programme, how would you assess the operational, human, and financial resources in the programme? To what degree are they sufficient to ensure adequate implementation of the activities in the context? If not, what is missing?
15. In what way does the monitoring and reporting system function for the WFP activities at the subnational levels? What are some gaps or challenges?
16. Regarding the financial execution rates, what factors can explain the changes over time and differences between the SOs and activities?
17. What are the main cost drivers for the different activities and for the country office as a whole? Have these evolved over time?
18. What measures does the WFP take to save costs? Are these effective?
<b>EFFECTIVENESS (Each section below only to be asked of stakeholders who are familiar with the section in question)</b>
<b>Effectiveness - Programming</b>
19. Regarding the management of the WFP programme, how would you assess the innovation and intentional exploration of alternative approaches for cost effectiveness?
20. What is the quality of the partnerships and the relationships that WFP has with different partners at the subnational levels? Are there different strengths and weaknesses?
21. In what way has the inter-institutional coordination functioned for supporting capacity strengthening at the subnational levels? What are some coordination gaps or challenges?
22. In what way has the monitoring and reporting information been used, if at all, to address programme implementation bottlenecks or improve performance of delivery of activities at the subnational levels? What might be improved?
<b>Effectiveness - Cross-cutting</b>
23. What types of WFP supported interventions are you aware of in this area? Can you provide some examples?
24. Based on your experiences (by SO), how would you rate the adequacy of the transfer and interventions by WFP for meeting vulnerable household needs?
25. Based on your experiences (by SO), how would you rate the coverage of the programme for the most nutritionally food insecure groups?
26. Based on your experiences (by SO), how would you rate the comprehensiveness of the set of interventions to meeting household needs (their linkages between each other and households)?
27. Based on your experiences (by SO), how would you rate the comprehensiveness of the set of interventions to national programmes? (Their linkages between each other and government programmes?)
<b>SO1 - Humanitarian response</b>
28. Based on your experiences, in what way have you seen changes in the capacity to meet emergency food security and nutrition needs at subnational levels? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> </ul>
29. Based on your experiences, what additional capacity building needs do you see related to emergency food security and nutrition needs at the subnational level? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> </ul>
30. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the emergency responses at the subnational level?
<b>SO2- Nutrition</b>
31. Based on your experiences, in what way has enhanced food security and nutrition capacity increased at subnational levels (with both beneficiaries and local authorities)? <ul style="list-style-type: none"> <li>a. Individual</li> <li>b. Institutional</li> </ul>

32. Based on your experiences, what additional capacity building needs do you see related to food security and nutrition for the subnational levels (provincial, district, sub-district)? a. Individual b. Institutional
33. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the food security activities at the provincial, district and sub-district levels?
<b>SO3 – Support on FSN to BARM</b>
34. Based on your experiences, in what way has nutrition-sensitivity improved in policy frameworks and programmes at subnational levels?
35. Based on your experiences, in what way has community resilience capacity increased at subnational levels? a. Individual b. Institutional
36. Based on your experiences, what additional capacity building needs do you see related to resilience and climate change adaptation (CCA) for the subnational levels (provincial, district, sub-district)? a. Individual b. Institutional
<b>SO4 – Support on DRR/EPR/ICT to the Government</b>
37. Based on your experiences, in what way has community resilience capacity increased at sub-national levels? a. Individual b. Institutional
38. Based on your experiences, what additional capacity building needs do you see related to resilience and CCA for the subnational levels (provincial, district, sub-district)? a. Individual b. Institutional
39. In what way have you seen gender sensitivity, protection, and accountability to affected populations integrated into the resilience activities at the provincial, district and sub-district levels?
<b>SUSTAINABILITY</b>
40. Cascade: In what way have the national level ministries built sustainability of the capacity building at the subnational levels? What is missing yet?
41. Partnerships and policies: In terms of sustaining the subnational level capacity, what partnerships, mechanisms, and policies exist that can sustain the gains of subnational capacity of local authorities, committees, institutions, or schools (depending on activity)? What is missing? (Only ask each dimension of stakeholders familiar with the respective SO.)

## 7.4. FOCUS GROUP DISCUSSION WITH BENEFICIARIES/PROJECT PARTICIPANTS

### Humanitarian response (SO1)<sup>9</sup>

**Introduction (to be read at the beginning of each interview):** My name is \_\_\_\_\_. I am an evaluator contracted to support a company – KonTerra – that is carrying out an evaluation of the work that WFP has done supporting the Government in its emergency response. We are talking with a number of people from different levels to understand how the work that has been done at the national level by WFP has influenced the response programming at the sub-national levels.

We would like to collect your thoughts on WFP's work. Your experience is very valuable, and your feedback will help WFP and the Government – especially the DSWD – improve their support in the future. WFP very much welcomes negative feedback as it will help the organization improve its support. And none of your feedback will bear any negative consequences for future support from WFP, for your district, your community or yourself.

If you agree to participate, at any moment, you can stop participating without any penalty. The interview will last about 1-2 hours. Your participation is voluntary, you can refuse to join, or you can withdraw after it has begun with no penalty. Being in this discussion or not will not affect the benefits to the school, district, province or elsewhere from the Government or from WFP.

We will keep your inputs anonymous. Your inputs will be kept absolutely confidential.

This evaluation is designed to help improve the emergency response programming by gathering opinions from everyone involved. You or your community may not necessarily benefit personally from being in this discussion. If there are any problems with the way the facilitator has conducted the discussion, any problems should be reported to \_\_\_\_\_

If you have any questions, now or at any time in the future, you may call \_\_\_\_\_

Are you willing to be part of this interview? (Verbal response only requested)

Date: \_\_\_\_\_

Location \_\_\_\_\_

Researcher: \_\_\_\_\_

Respondent: \_\_\_\_\_

Title: \_\_\_\_\_

WFP support	
1.	First, we would like to talk a bit about the nature of the WFP support. Think back to the beginning of the involvement of WFP in this response, how was it decided what help the community or households needed? a. Were there any groups excluded from the consultations?
2.	Who received WFP support? How was it decided who would get the support? Were all of the most vulnerable households included in the programme?
3.	When people received WFP support, how were they informed about the assistance they would get?
4.	What were the biggest constraints you faced in receiving assistance? a. Did any group face more constraints than others?
5.	What type of support did you receive from WFP? a. Type of food/vouchers/cash b. How long it was supposed to last? c. How many times did you receive it? d. Was the intervention long enough to cover your immediate food needs when you had lost your source of income due to COVID-19?
6.	<i>If food:</i> What was the food distribution process like? Can you describe in detail how it went from being informed to having food in your house?
7.	<i>If vouchers:</i> What was the voucher distribution process like? Can you describe in detail how it went from the time of being informed to physically redeeming the vouchers?
8.	Has the support provided been successful in improving your food security/food consumption?

<sup>9</sup> Ethical introduction similar for other focus group discussions adapted to different projects.

a. Was it sufficient to meet the immediate food needs of your household? Were there any linkages with other WFP/government programmes to support you after this programme stopped?
9. What do you do if there is an aspect of the programme that you are not happy about? Is there a feedback or complaint mechanism?
<b>Project activities</b>
10. Now I would like to talk about the activities that were carried out by the project. What were the main project activities in this community?
11. What have been the most positive impacts of the project?
12. Have you seen any unintended impacts from this project?
13. Have you seen any negative impacts from this project?
14. Do you think the intervention has achieved all it intended to achieve?
15. Who do you think the intervention has supported the most?
16. What have been the most challenging aspects of the project?
17. What was the biggest surprise result you've seen from the project?
<b>Sustainability and long-term impact</b>
18. Is the impact sustainable? Will it contribute to the medium- and long-term development needs of the household or community?
19. How well have women's needs been taken into account in the types of project activities realized?
20. Do you have any suggestions as to how WFP could improve its work on this type of response?
21. If new response programming support were to happen, what would be some key lessons that should be considered regarding maintaining the CSP and the response at the same time?

## Livelihoods and resilience interviews (SO3)

<b>WFP support</b>	
1.	First, we would like to talk a bit about the nature of the WFP support. Think back to the beginning of the involvement of WFP in this community, how were you involved in the design of these projects? <ol style="list-style-type: none"> <li>How did you learn about the WFP supported programmes?</li> <li>What was your role in deciding the needs and problems in the programmes?</li> <li>How was it decided what help the community or households needed? Were there any groups excluded from the consultations?</li> </ol>
2.	Who received WFP support? How was it decided who would get the support?
3.	When people received WFP support, how were they informed about the assistance they would get?
4.	What were the biggest constraints you faced in receiving assistance? <ol style="list-style-type: none"> <li>Did any group face more constraints than others?</li> <li>Did the most vulnerable households receive the assistance?</li> </ol>
5.	What type of support did you receive from WFP? <ol style="list-style-type: none"> <li>Type of food/vouchers/cash</li> <li>How long it was supposed to last?</li> <li>How many times did you receive it?</li> <li>Has the programme improved your income from your livelihood?</li> </ol>
6.	<i>If food:</i> What was the food distribution process like? Can you describe in detail how it went from being informed to having food in your house?
7.	<i>If vouchers:</i> What was the voucher distribution process like? Can you describe in detail how it went from the time of being informed to physically redeeming the vouchers?
8.	Has the support provided been successful in improving your food security/food consumption? <ol style="list-style-type: none"> <li>Were the food/vouchers sufficient to meet your household's immediate food needs?</li> <li>Have your improved knowledge and skills on nutrition/agriculture/livelihoods made a difference to your dietary diversity, income, or livelihoods?</li> </ol>
9.	What do you do if there is an aspect of the programme that you are not happy about? Is there a feedback or complaint mechanism?
<b>Project activities</b>	
10.	Now I would like to talk about the activities that were carried out by the project. What were the main project activities in this community?
11.	What have been the most positive impacts of the project?
12.	Have you seen any unintended impacts from this project?
13.	Have you seen any negative impacts from this project?
14.	Do you think the intervention has achieved all it intended to achieve?
15.	Who do you think the intervention has supported the most?
16.	What have been the most challenging aspects of the project?
17.	What was the biggest surprise result you've seen from the project?
<b>Sustainability and longer-term impact</b>	
18.	Has the impact from the assets and training been sustainable? Will it contribute to the medium- and long-term development needs of the communities?
19.	What are the main external factors you've seen that have affected the realization or the non-realization of the community projects?
20.	How well have women's needs been taken into account in the types of project activities realized?
21.	If new project activities were to happen, what would be some key lessons that should be considered?
22.	Do you have any suggestions as to how WFP could improve its work on this type of project?

# Annex 8: Key informants' overview

## 8.1 INCEPTION PHASE

Table 12: Inception phase people interviewed<sup>10</sup>

Organization	Informants
AAH	1
BHA	1
CARE Philippines	1
CFSI	2
DFAT Australia	2
FAO	1
JVOFI	2
OCHA	2
TANGO	1
WFP	32
<b>Grand Total</b>	<b>45</b>

<sup>10</sup> Note: People interviewed in the inception and data collection phases are listed in both tables separately.

## 8.2 DATA COLLECTION PHASE

Table 13: Data collection phase people interviewed

Organization	Informants
APSEMO (Legazpi)	1
Association of Foundations	1
Bangsamoro Planning and Development Authority (BPDA)	1
Barangay Local Government (Calpi)	1
Baybay Batrangay	1
BCDI	1
CDRRMO	1
CFSI	3
Cooperative Social Enterprise Authority	1
CRS	1
Department of Agriculture, Fisheries and Agrarian Reform	1
Department of Health	2
Department of Internet and Communications Technology	2
Department of Social Welfare and Disaster	5
Department of Trade, Tourism, and Industry	1
DFAT	2
DRRMO	1
DSWD	3
DSWD Caraga	3
DSWD R5 (Legazpi)	2
FAO	2
German Red Cross	2
IFAD	1
Integrated Public Health Office Maguindanao	2
Jonop Batrangay	1
Likas (Member of Bicol Consortium for Development Initiatives)	2
MDRRMO	1
Ministry of Agriculture, Fisheries and Agrarian Reform	1
Ministry of Basic Higher and Technical Education	1
Ministry of Social Services and Development	1
National Nutrition Council	2
Nutrition Foundation of the Philippines, Inc.	2
OCHA	2
Office of Civil Defence	1
PAGASA	2
PDRRMO	2
Philipinas Shell Foundation	1
Philippine Disaster Resilience Foundation (PDRF)	3
PHO	1
Pilar MDRRMO	1
PLEMO	1



Provincial CDRMO			1
SEDP (BCDI consortium member)			2
SUN Business Network			2
Tango			1
UN RCO			1
UNICEF			2
USAID – BHA			2
Visayas Disaster Resource Center (VDRC)			1
WFP HQ			2
WFP Philippines			35
WFP RBB			8
World Vision Foundation			1
<b>Grand Total</b>			<b>124</b>
<b>FGDs beneficiaries</b>			
<b>Location</b>	<b>SO</b>	<b>Number of women</b>	<b>Total number</b>
Albay	4	9	10
Albay	4	3	8
Albay	4	6	13
BARMM	3	7	29
BARMM	3	5	13
Caraga	1	4	12
Caraga	1	8	14
Caraga	1	8	17
Caraga	1	8	12
<b>Total number beneficiaries</b>		<b>58</b>	<b>128</b>

# Annex 9: Results framework data analysis

## 9.1 LINE OF SIGHT<sup>11</sup>

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	
BUDGET SO 1: \$48,966,394	BUDGET SO 2: \$ 4,566,133	BUDGET SO 3: \$ 16,253,268	BUDGET SO 4: \$ 24,150,082	
UNIQUE DIRECT BENEF SO 1: 1,176,225	UNIQUE DIRECT BENEF. SO 2: 20,000	UNIQUE DIRECT BENEF. SO 3: 182,885	UNIQUE DIRECT BENEF. SO 4: Tier 2	
<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Targeted boys, girls, men 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, boys 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 -sensitive national 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 -sensitive multiple sectoral responses for most vulnerable groups (cat. 8, 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: \$93,935,878</b>	<b>TOTAL UNIQUE DIRECT BENEFICIARIES: 1,168,150</b>

<sup>11</sup> In 2021, the country office carried out a retrofitted elaboration of the original Line of Sight (prior to the elaboration of the 8th Budget Revision) which was finalized in July 2022.

PHILIPPINES (CSP 2018-2023)		HQ/RB/CO / 5 July 2022	
SDG 2	SDG 2	SDG 17	SDG 17
2.1 Access to Food	2.2 End Malnutrition	17.9 Capacity Strengthening	17.9 Capacity Strengthening
<b>Humanitarian Response Plan</b>	<b>UNPFSD "People"</b> (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)	<b>UNPFSD "Peace"</b> (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 inclusive and responsive governance systems, and accelerating sustainable and equitable development for just and lasting peace in conflict-affected areas of Mindanao)	<b>UNPFSD "Prosperity and Planet"</b> (Urbanization, economic growth, and climate change actions are converging for a resilient, equitable, and sustainable development path for communities)
CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING
SO1: People are better able to meet their urgent food and nutrition needs	SO2: People have better nutrition, health & education outcomes	SO4: National programmes & systems are strengthened	SO4: National programmes & systems are strengthened
<b>CSP 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>CSP 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>CSP OUTCOME 3</b> Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets	<b>CSP OUTCOME 4</b> National and local government agencies have enhanced capabilities to reduce vulnerabilities to shocks by 2022
UDBs SO 1: 1,176,225 BUDGET SO 1: \$48,966,394	UDBs SO2: 20,000 BUDGET SO2: 2 \$4,566,133	UDBs SO3: 182,885 BUDGET SO3: \$16,253,268	UDBs SO4: # BUDGET SO4: \$24,150,082
<b>OUTPUT 1:</b> Targeted boys, girls, men 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. Resources transferred Output 1.1 D. Assets created Add reference one or more secondary SDG targets	<b>OUTPUT 3:</b> Targeted PLWG, girls, boys and care providers (including men) receive social and behaviour change communication and appropriate nutritious food, improve their knowledge, attitudes and practices regarding nutrition and are effectively linked to services from other sectors  A. Resources transferred B. Nutritious foods provided E. Social and behaviour change communication (SBCC) provided Output 2.1 Add reference one or more secondary SDG targets	<b>OUTPUT 5:</b> 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. Capacity development and technical support provided D. Assets created Output 4.1 Add reference one or more secondary SDG targets	<b>OUTPUT 6:</b> 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 and include shock-responsive safety nets and climate services in order to effectively prepare for and mitigate the impact of food security and nutrition shocks at the individual, household and community levels  C. Capacity development and technical support provided H. Shared services and platforms provided G. Skills, capacities and services for climate adapted livelihoods Output 4.1 Add reference one or more secondary SDG targets
<b>OUTPUT 2:</b> 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. Resources transferred B. Nutritious foods provided Output 1.2 Add reference one or more secondary SDG targets	<b>OUTPUT 4:</b> Women, girls and boys benefit from more coherent nutrition-specific and nutrition-sensitive national and regional legislation, policies, programmes and technologies as a result of technical assistance and evidence provided to the Government to achieve adequate and healthy diets for vulnerable groups  C. Capacity development and technical support provided Output 2.2 Add reference one or more secondary SDG 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 1.10. Social protection sector support (SPS) Modality: Food, CBT, Capacity Strengthening	<b>Activity 4</b> Support national and local capacities for disaster risk reduction and management and climate change adaptation 1.9. Action to protect against climate shocks (CAR) Modality: Capacity Strengthening

**Activity 1** 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.  
**1.2. Unconditional resource transfers (URT)**  
**Modality:** Food, CBT, Capacity Strengthening

**Activity 2** Provide direct and technical assistance, build evidence and advocate to ensure adequate and healthy diets for most vulnerable groups through nutrition-specific and nutrition-sensitive multi-sectoral responses  
**1.3. Malnutrition prevention programme (NPA)**  
**Modality:** Capacity Strengthening; Food

**OUTPUT 7:** 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. Capacity development and technical support provided**  
**H. Shared services and platforms provided**  
**Output 4.2**  
**Add reference one or more secondary SDG targets**

**Activity 5** Strengthen and augment Government and partners' emergency preparedness and response capacities to include supply chains and emergency telecommunications  
**1.1. Emergency preparedness and early action (EPA)**  
**Modality:** Capacity Strengthening

*Cross-cutting priorities (AAP, Gender equality & Women's empowerment, Nutrition integration, Environmental sustainability)*

## 9.2 CSP FINANCIAL DATA

**NOTE:** To avoid duplication, the following sections do not repeat tables, figures, or narrative that are already found in the Volume 1 report.

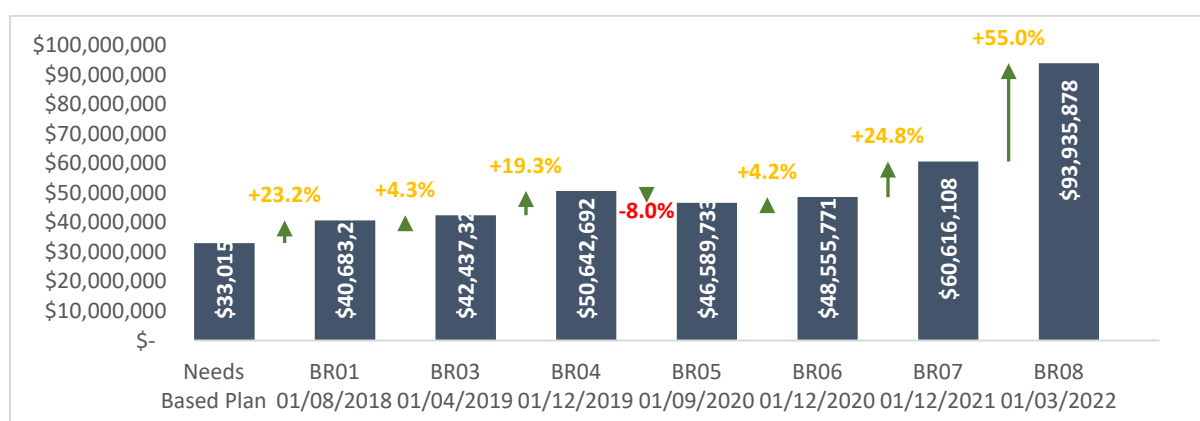
**Table 14: Budget revisions –country strategic plan (CSP) needs-based plan by strategic outcome (SO) and activity (2018-2022)**

SO	Activity (Transfer & Implementation total)	Original CSP	BR01 01/08/2018	BR03 01/04/2019	BR04 01/12/2019	BR05 01/09/2020	BR06 01/12/2020	BR07 01/12/2021	BR08 01/03/2022
SO1	01 Unconditional Food Assistance	3,799,068	9,888,794	10,953,759	11,741,126	11,823,993	13,670,038	17,846,724	42,964,776
SO2	02 Technical Assistance on Nutrition	4,521,209	3,722,079	3,686,135	3,657,225	3,864,334	3,864,334	3,823,023	3,823,023
SO3	03 Support to ARMM on FSN	5,379,054	4,580,227	4,469,371	5,603,940	7,007,925	7,007,925	12,147,360	13,786,767
SO4	04 Support to government on DRRM/CCA	6,949,898	4,784,570	4,744,473	4,744,473	6,461,846	6,461,846	6,174,888	6,174,888
	05 Support to gov't on SC & ICT	4,316,541	4,207,306	4,167,326	9,573,590	8,676,229	8,676,229	10,159,378	14,467,449
<b>Total transfer &amp; Implementation</b>		24,965,770	31,818,246	33,121,449	41,485,202	37,834,37	39,680,372	50,151,373	81,216,903
<b>Direct Support Costs (DSC)</b>		6,035,094	6,381,955	6,381,956	6,066,620	5,911,901	5,911,901	6,765,160	6,985,799
<b>Total WFP direct costs</b>		31,000,864	38,200,201	39,503,405	47,551,823	43,746,228	45,592,273	56,916,533	88,202,702
<b>Indirect Support Cots (ISC)</b>		2,015,056	2,483,013	2,567,721	3,090,869	2,843,505	2,963,498	3,699,575	5,733,176
<b>Total WFP Costs</b>		<b>33,015,920</b>	<b>40,683,214</b>	<b>42,071,126</b>	<b>50,642,692</b>	<b>46,589,733</b>	<b>48,555,771</b>	<b>60,616,107</b>	<b>93,935,878</b>

Source: Country portfolio budget (CPB) and Budget Revisions 01-08

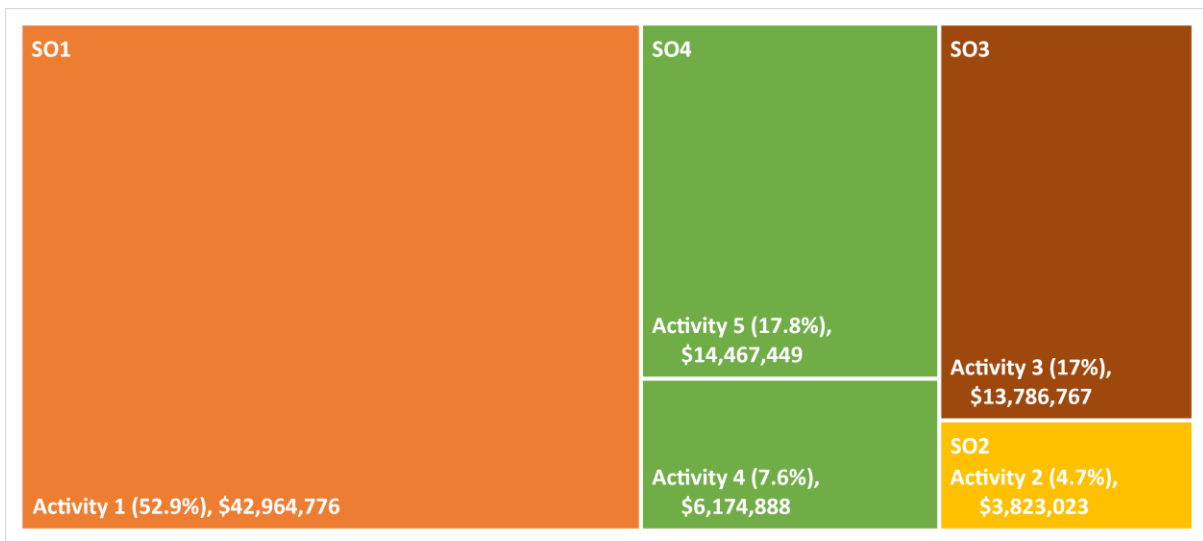
Legend: 0-5 million; 5-10 million; 10-15 million; 15-20 million; over 20 million

**Figure 4: Budget revisions increase**



Source: Country portfolio budget (CPB) and Budget Revisions 01-08

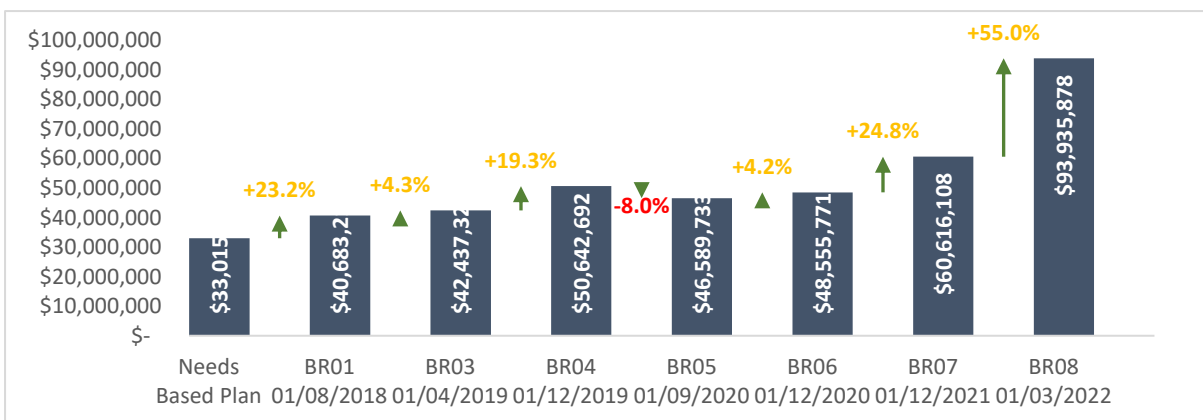
**Figure 5: Needs-based budget share by activity after most recent budget revision**



Source: Philippines Country Strategic Plan (CSP) BR08

**CSP resourcing and allocations: 53 percent of the resourcing available has been allocated to SO1, followed by SO4 (25 percent). SO2 (Nutrition) comprises less than 5 percent of the overall NBP share (**

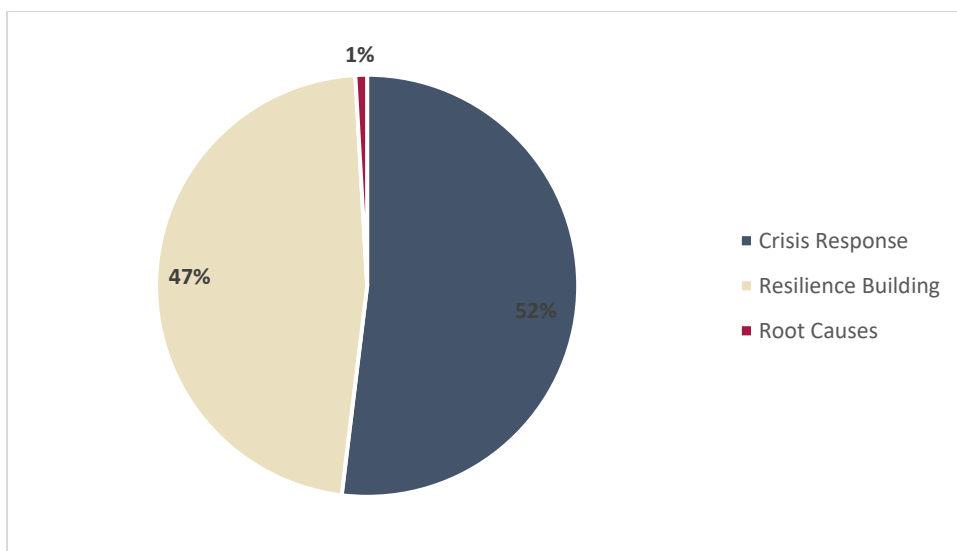
**Figure 4: Budget revisions increase**



Source: Country portfolio budget (CPB) and Budget Revisions 01-08

67. Figure 5). When disaggregated by focus area, the largest share is for the focus area of Crisis Response (SO1) followed by Resilience (SO3 and SO4). Root Causes (SO2) comprises less than 1 percent of resourcing (Figure 6).

**Figure 6: Needs-based plan (NBP) share by WFP focus area**



Sources: Country portfolio budget (CPB) – Plan vs Actuals Report., Data extracted December 2022.

68. **Donor contributions and earmarking.** The main donors are Japan, USA, and the Philippines, which collectively comprise over 50 percent of all CSP funding.

**Table 15: Earmarking level of directed multilateral contributions by individual donor**

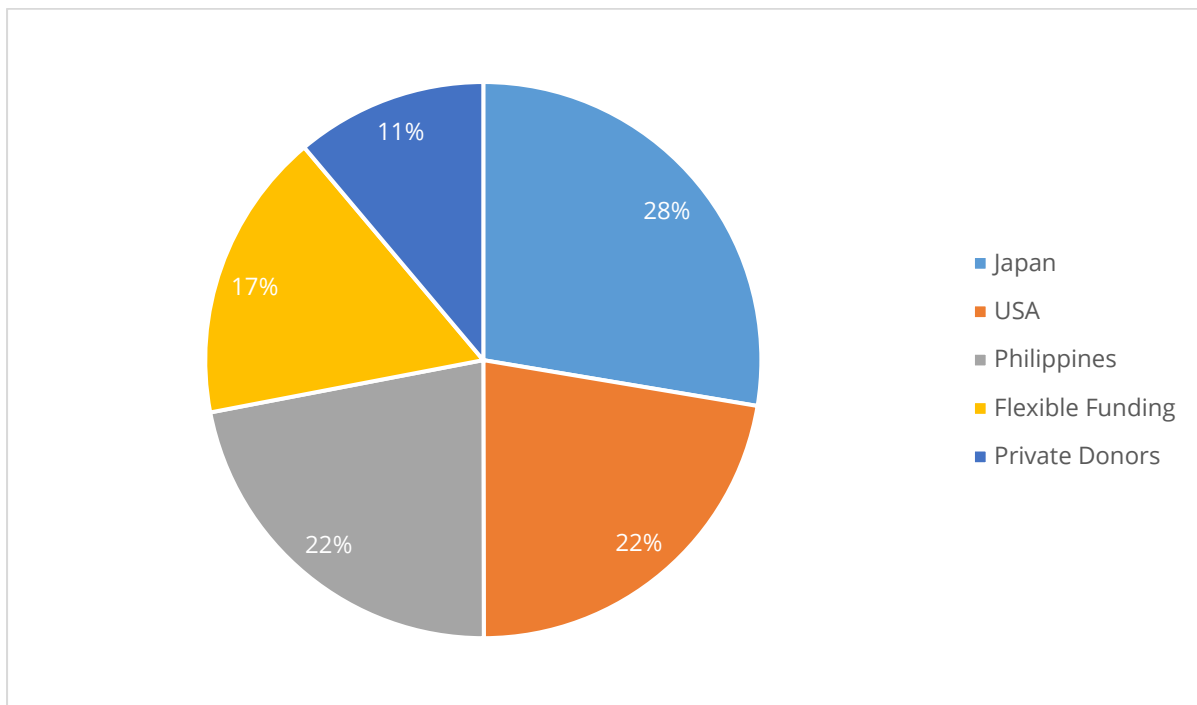
Donor	Total contribution	Percentage of contribution to earmarking level			
		Country level	Strategic result level	Strategic outcome level	Activity level
Japan	\$11,879,001			57.91%	42.09%
USA	\$9,600,000				100.00%
Philippines	\$9,284,973	1.62%			98.38%
UN CERF	\$4,227,243	70.82%			29.18%
Private donors	\$3,811,783	55.84%	5.26%	8.24%	30.66%
Australia	\$2,415,454	40.85%		14.85%	44.30%
Canada	\$2,206,462	100.00%			
France	\$854,214			100.00%	
New Zealand	\$627,110	44.74%			55.26%
Republic of Korea	\$600,000	100.00%			
European Commission	\$490,089				100.00%
World Bank	\$487,781				100.00%
Ireland	\$427,357				100.00%
UN Other Funds and Agencies (excl. CERF)	\$419,091	33.34%			66.66%
Italy	\$245,399				100.00%
Germany	\$147,372				100.00%
ASD	\$100,000				100.00%

Switzerland	\$62,336				100.00%
<b>Grand Total</b>	<b>\$47,885,664</b>	<b>19.81%</b>	<b>0.42%</b>	<b>17.55%</b>	<b>62.22%</b>

Source: CSP Philippines Resource Situation Report (2018-2022), FACTory. Extracted December 2022.

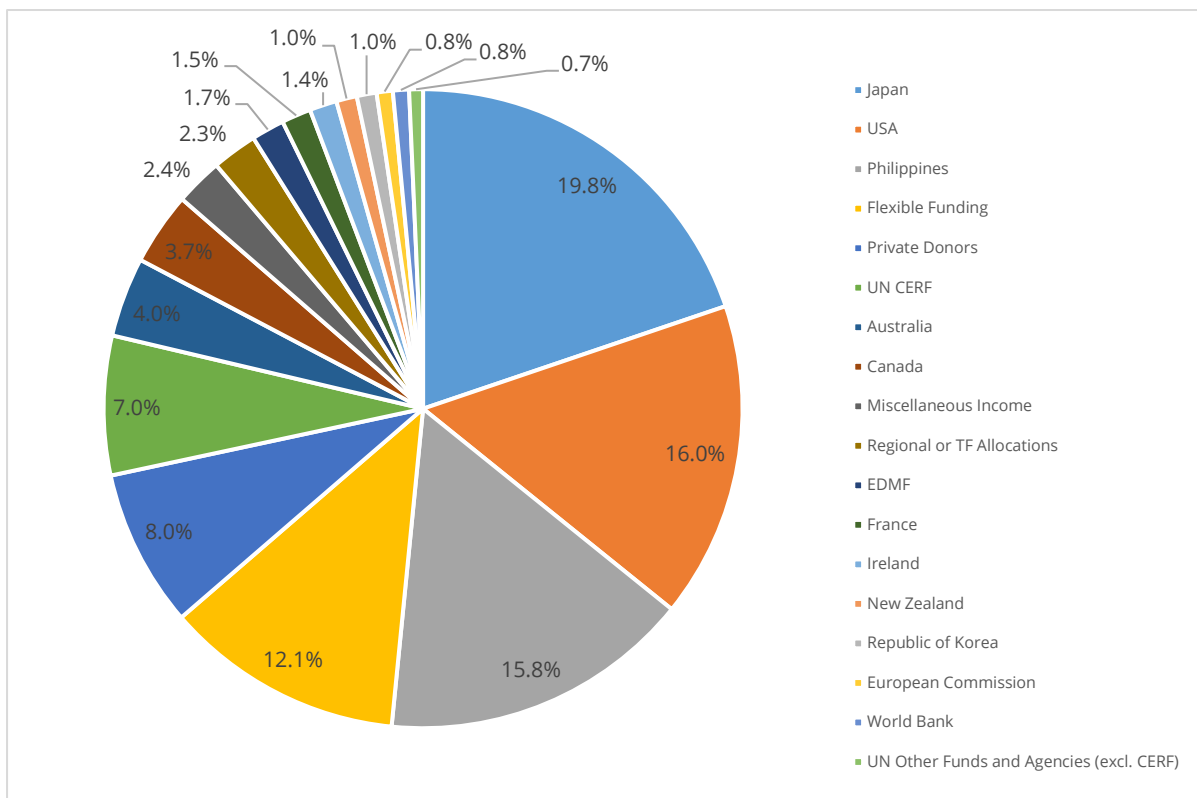


**Figure 7: Top five donors**



Source: CSP Philippines Resource Situation Report (2018-2023), FACTory. Extracted 16 February 2023.

**Figure 8: Share resource allocation by donor**



Source: CSP Philippines Resource Situation Report (2018-2023), FACTory. Extracted 16 February 2023.

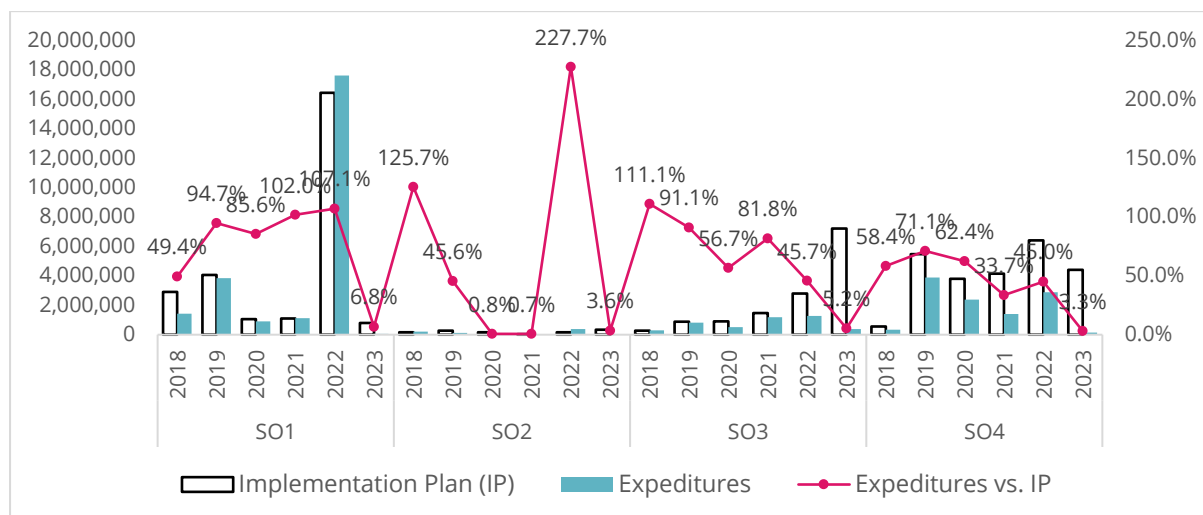
### 9.3 CSP EXPENDITURE, TRANSFER AND ASSETS DATA

**Table 16: Expenditure rates against needs-based plan (NBP) and implementation plan by activity**

Strategic Outcome	Activity	Needs-based plan as per last BR (USD)	Expenditures (USD)	Expenditures vs. needs-based plan
SO1	01 Unconditional Food Assistance	42,964,776	24,973,197	58.1%
SO2	02 Technical Assistance on Nutrition	3,823,023	722,174	18.9%
SO3	03 Support to ARMM on FSN	13,786,767	4,471,265	32.4%
SO4	04 Support to government on DRRM/CCA	6,174,888	2,205,371	35.7%
	05 Support to gov't on SC & ICT	14,467,449	8,813,679	60.9%
<b>Total transfer &amp; Implementation</b>		81,216,903	41,185,685	50.7%
<b>Direct Support Costs (DSC)</b>		6,985,799	5,279,631	
<b>Total WFP direct costs</b>		88,202,702	46,465,316	
<b>Indirect Support Costs (ISC)</b>		5,733,176	3,020,246	
<b>Grand total</b>		<b>93,935,878</b>	<b>49,485,561</b>	<b>52.7%</b>

Sources: Country portfolio budget (CPB) – Plan vs Actuals Report. Data extracted 16 February 2023.

Figure 9: Expenditures against implementation plan by year and activity



Sources: Country portfolio budget (CPB) – Plan vs Actuals Report, Data extracted 16 February 2023. 2023 values reflect partial year commitments.

**Table 17: Implementation costs per commodity value**

Strategic Outcome	Activity	Year	Food value	Costs	Percent of food value	Cash value	Costs	Percent of cash value
SO1	Act. 1	2018	\$309,875.00	\$490,185.07	158.2%	\$460,206.11	\$83,780.88	18.2%
		2019	\$296,210.88	\$264,155.73	89.2%	\$2,500,952.25	\$313,397.82	12.5%
		2020		\$788.08		\$397,232.73	\$39,834.04	10.0%
		2021				\$610,903.36	\$93,146.22	15.2%
		2022	\$774,105.19	\$413,040.12	53.4%	\$11,558,194.95	\$1,497,057.99	13.0%
		2023		\$19.60				
	Sub-total		\$1,380,191.07	\$1,168,188.60	84.6%	\$15,527,489.40	\$2,027,216.95	13.1%
SO2	Act. 2	2018	\$110,662.80	\$30,346.08	27.4%			
		2019		\$25,177.11				
		2020						
		2021						
		2022						
	Sub-total		\$110,662.80	\$55,523.19	50.2%			
SO3	Act. 3	2018	\$50,250.00	\$89,010.67	177.1%	\$90,696.11	\$3,198.14	3.5%
		2019	\$208,264.29	\$197,589.45	94.9%	\$21,031.01	\$33,864.87	161.0%
		2020		\$8,994.94		\$31,346.79	\$1,008.93	3.2%
		2021				\$401,553.82	\$12,022.79	3.0%
		2022		\$11,191.28		\$189,123.45	\$9,523.87	5.0%
		2023				\$3,766.31	\$(3,530.40)	-93.7%
	Sub-total		\$258,514.29	\$306,786.34	118.7%	\$737,517.49	\$56,088.20	7.6%

Sources: Country portfolio budget (CPB) – Plan vs Actuals Report. Data extracted 16 February 2023.

**Table 18: Food, cash and capacity strengthening (CS) values as a percentage of total food and cash costs (actuals)<sup>12</sup>**

SO	Modality	2018		2019		2020		2021		2022		2023	
		Total (USD)	%	Total (USD)	%	Total (USD)	%	Total (USD)	%	Total (USD)	%	Total (USD)	%
SO1	Food	800,060	39%	560,366	53%	788				1,187,000	65%		
	Cash	543,987	85%	2,814,350	89%	437,067	91%	704,049	87%	\$13,055,252	89%		
	CS	19,190	100%	157,184	51%	324,953	73%	203,758	82%	\$2,397,283	94%	\$25,908	93%
SO2	Food	141,009	78%	25,177	0%								
	CS	62,407	76%	73,866	70%					\$391,791	93%	\$23,308	50%
SO3	Food	139,261	36%	405,854	51%								
	Cash	93,894	97%	54,896	38%	32,359	97%	413,577	97%	\$198,647	95%		
	CS	54,023	77%	66,379	100%	\$365,198	71%	750,863	69%	\$1,088,847	80%	\$98,023	58%
SO4/A4	CS	245,092	64%	643,550	86%	434,997	77%	448,373	68%	\$317,556	73%	\$19,576	51%
SO4/A5	CS	104,421	86%	2,789,210	96%	2,088,697	84%	1,012,549	81%	\$2,371,205	98%	\$64,659	100%

Sources: Country portfolio budget (CPB) – Plan vs Actuals Report. Data extracted 16 February 2023. 2023 values reflect partial year commitments.

<sup>12</sup> Calculations are based on food and cash values divided by total food and cash costs, and including associated staff salaries. Calculations cannot include adjusted direct support costs because this is not disaggregated by modality, nor implementation costs because these are associated with overall activity management and cannot be ascribed to specific modalities.

**Table 19: Implementation costs per beneficiary**

Strategic Outcome	Activity	Year	Beneficiaries Food	Costs	Cost per beneficiary (USD)	Beneficiaries Cash	Costs	Cost per beneficiary (USD)
SO1	Act. 1	2018	205,050	\$490,185.07	\$2.39	37,840	\$83,780.88	\$2.21
		2019	65,742	\$264,155.73	\$4.02	125,835	\$313,397.82	\$2.49
		2020		\$788.08		32,410	\$39,834.04	\$1.23
		2021				52,050	\$93,146.22	\$1.79
		2022	229,490	\$413,040.12	\$1.80	578,020	\$1,497,057.99	\$2.59
		2023		\$19.60				
	Sub-total		500,282	\$1,168,188.60	\$2.34	826,155	\$2,027,216.95	\$2.45
SO2	Act. 2	2018	18,559	\$30,346.08	\$1.64			
		2019	20,172	\$25,177.11	\$1.25			
		2020						
		2021						
		2022						
	Sub-total		38,731	\$55,523.19	\$1.43			
SO3	Act. 3	2018	50,834	\$89,010.67	\$1.75	3,999	\$3,198.14	\$0.80
		2019	53,627	\$197,589.45	\$3.68	1,455	\$33,864.87	\$23.27
		2020	26,232	\$8,994.94	\$0.34	20,725	\$1,008.93	\$0.05
		2021				18,560	\$12,022.79	\$0.65
		2022		\$11,191.28		15,115	\$9,523.87	\$0.63
		2023					\$(3,530.40)	
	Sub-total		130,693	\$306,786.34	\$2.35	59,854	\$56,088.20	\$0.94

Sources: Country portfolio budget (CPB) – Plan vs Actuals Repor., Data extracted 16 February 2023. Beneficiary data from Annual Country Report 2018-2022.











**Table 20: Annual planned versus actual food and cash transfers**

Commodity	2018			2019			2020			2021			2022		
	Plan	Actual	%	Plan	Actual	%	Plan	Actual	%	Plan	Actual	%	Plan	Actual	%
Food (mt)	5888.8	4604.1	78.2 %	2155.9	1077.8	50.0%	733.2	172.8	23.6 %				4100	1135	27.6 %
Cash (USD)	\$ 1,019,999.7	\$ 539,795.6	52.9 %	\$ 1,199,999.7	\$ 2,431,840.1	202.7 %	\$ 2,104,566.3	\$ 433,632.8	20.6 %	\$ 3,020,322.1	\$ 1,007,452.8	33.4 %	\$19,943,129	\$11,747,318	59%

Sources: Country portfolio budget (CPB) – Plan vs Actuals Report. Data extracted 16 February 2023.

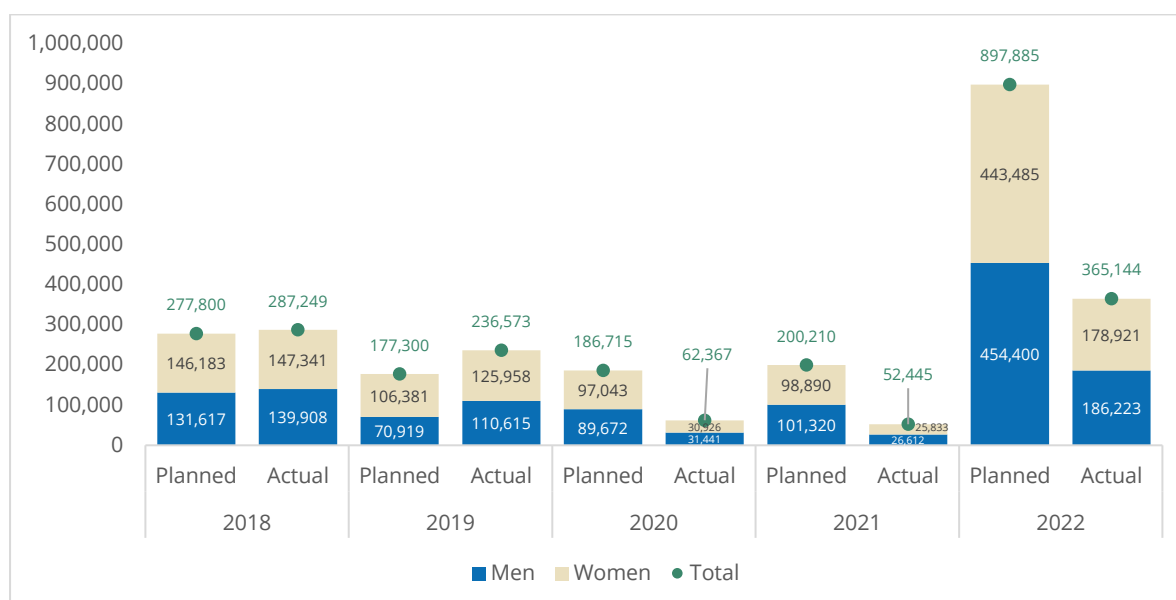
## 9.4 CSP BENEFICIARY DATA

Table 21: Planned and actual beneficiaries 2018-2022

Year		Gender	Planned	Actual	Percent Actual vs. Planned
2018		Men	131,617	139,908	106%
		Women	146,183	147,341	101%
		Total	277,800	287,249	103%
2019		Men	70,919	110,615	156%
		Women	106,381	125,958	118%
		Total	177,300	236,573	113%
2020		Men	89,672	31,441	35%
		Women	97,043	30,926	32%
		Total	186,715	62,367	33%
2021		Men	101,320	26,612	26%
		Women	98,890	25,833	26%
		Total	200,213	52,445	26%
2022		Men	454,400	186,223	41%
		Women	443,485	178,921	40%
		Total	897,885	365,144	41%

Source: Annual country reports 2018-2022

Figure 10: Gender distribution beneficiaries planned and actual



Source: Annual country reports 2018-2022

Table 22: Planned versus actual beneficiaries by modality, strategic outcome (SO) and year

Year	SO	Activity	Gender	Planned beneficiaries		Actual beneficiaries	
				Food	Cash	Food	Cash
2018	SO1	Act 1	Female	81,049	18,831		17,616
			Male	79,250	19,169		20,224
			Total	160,299	38,000	205,050	37,840
	SO2	Act 2	Female	13,794		28,142	
			Male	6,206		10,551	
			Total	20,000	-	38,693	-
	SO3	Act 3	Female	26,866	2,230	25,218	2,117
			Male	28,135	2,270	25,616	1,882
			Total	55,001	4,500	50,834	3,999
2019	SO1	Act 1	Female	43,997	56,810	37,559	62,162
			Male	38,303	58,190	28,183	63,673
			Total	82,300	115,000	65,742	125,835
	SO2	Act 2	Female	13,794		14,140	
			Male	6,206		6,032	
			Total	20,000	-	20,172	-
	SO3	Act 3	Female	27,347	3,947	26,658	717
			Male	27,653	4,053	26,969	738
			Total	55,000	8,000	53,627	1,455
2020	SO1	Act 1	Female	5,373	36,168		16,012
			Male	4,827	37,047		16,398
			Total	10,200	73,215	-	32,410
	SO2	Act 2	Female	13,794			
			Male	6,206			
			Total	20,000	-	-	-



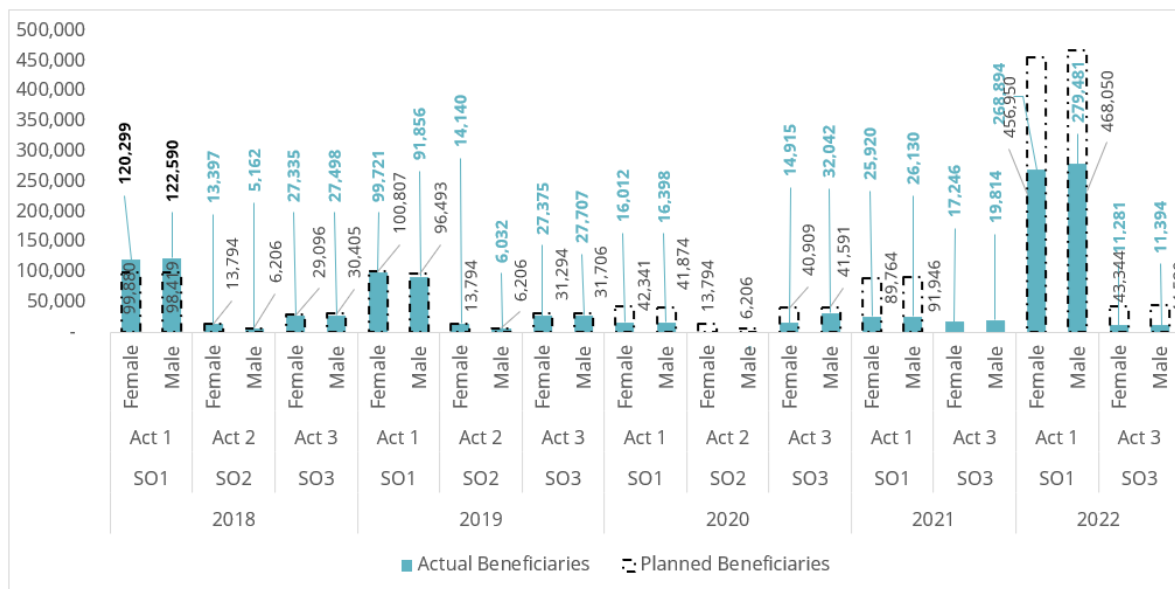
	<b>SO3</b>	<b>Act 3</b>	<b>Female</b>	27,347	13,562	13,078	1,837
<b>Male</b>			27,653	13,938	13,154	18,888	
<b>Total</b>			55,000	27,500	26,232	20,725	
<b>2021</b>	<b>SO1</b>	<b>Act 1</b>	<b>Female</b>		89,764		25,920
			<b>Male</b>		91,946		26,130
			<b>Total</b>	-	181,710	-	52,050
	<b>SO3</b>	<b>Act 3</b>	<b>Female</b>			9,125	8,121
			<b>Male</b>			9,375	10,439
			<b>Total</b>	-	-	18,500	18,560
<b>2022</b>	<b>SO1</b>	<b>Act 1</b>	<b>Female</b>	113,620	343,330	54,812	214,082
			<b>Male</b>	116,380	351,670	57,043	222,438
			<b>Total</b>	230,000	695,000	111,855	436,520
	<b>SO3</b>	<b>Act 3</b>	<b>Female</b>	24,357	18,989	0	11,281
			<b>Male</b>	25,028	19,511	0	11,394
			<b>Total</b>	49,385	38,500	0	22,675

Source: Annual country reports 2018-2022.

## 9.5 BENEFICIARY AND OUTPUT ACHIEVEMENTS

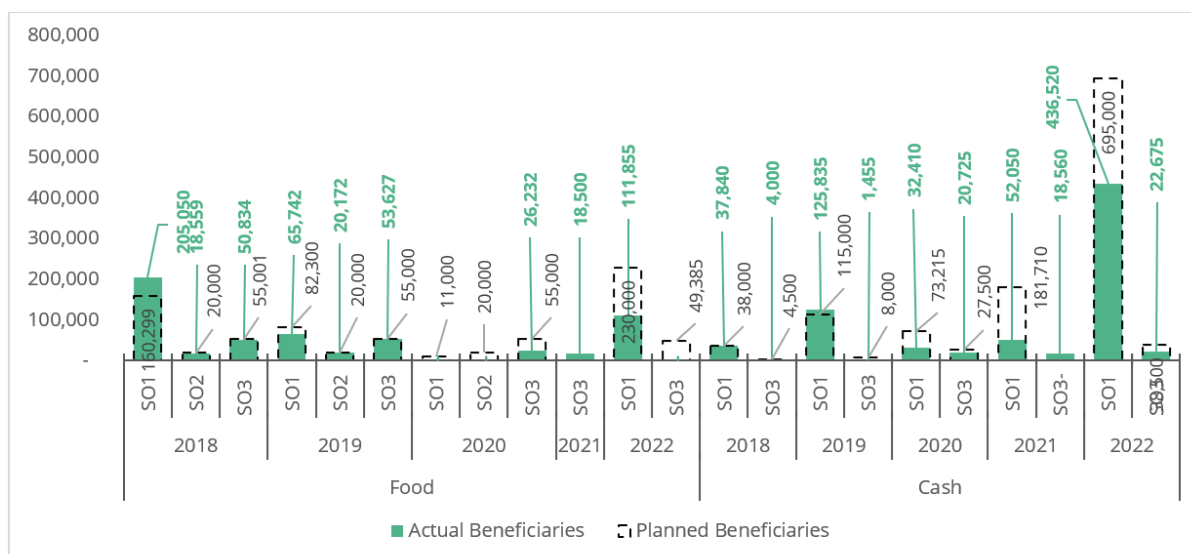
Beneficiary achievements versus transfer achievements:

Figure 11: Planned per needs-based plan (NBP) and actual beneficiaries by strategic objective (SO) and year



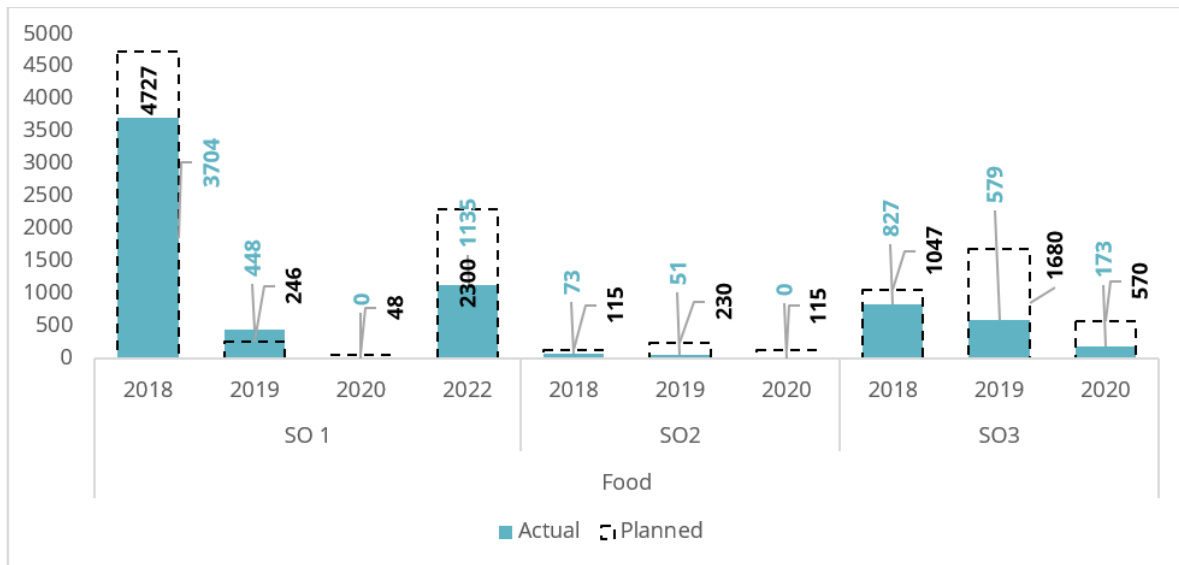
Source: Annual country reports 2018-2022

Figure 12: Planned per needs-based plan (NBP) and actual beneficiaries by modality



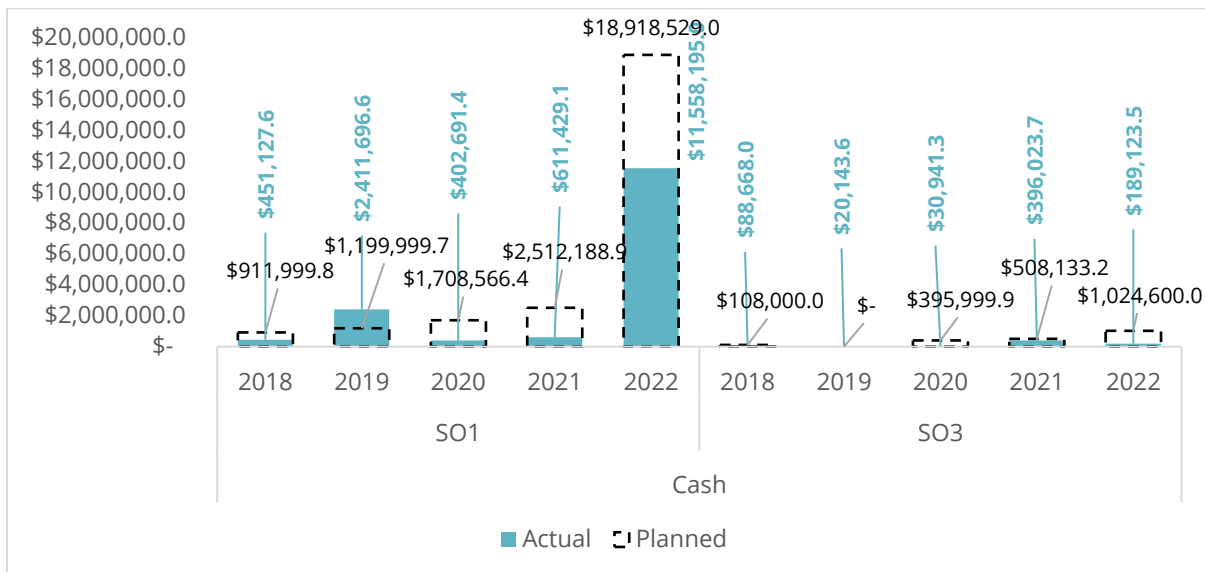
Source: Annual country reports 2018-2022.

**Figure 13: Planned per needs-based plan (NBP) versus actual food transfers (mt) by strategic outcome (SO) and year**



Source: Annual country reports 2018-2022

**Figure 14: Planned versus actual cash transfers (USD) by needs-based plan (NBP) for strategic outcome (SO) and year**



Source: Annual country reports 2018-2022

## 9.6 OUTCOME AND CROSS-CUTTING DATA

69. **The country strategic plan (CSP) logframe indicators are compliant with WFP Corporate Results Framework (CRF), but there are gaps across the CSP in terms of measuring WFP's actual contributions to long-term development.** WFP corporate indicators are not sufficient to capture the entirety of WFP contributions to country capacity strengthening (CCS) and may inhibit perception of WFP as a viable partner by other United Nations agencies or other development actors. In particular, the corporate indicators for CCS are not sufficient to capture the breadth of WFP CCS activities.

- Corporately, CCS is measured by a single outcome indicator: Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening – this is not sufficient by itself to capture the breadth of potential impacts and outcomes from WFP outputs and activities.
- There are no social cohesion indicators or process milestone indicators related to the pathways of change (and consequently, no targets to reflect planned pathway engagements).
- There are no indicators that can capture SO3 contributions to peacebuilding outcomes.
- Corporate reporting cannot track the investments in the different pathways of change as CCS output indicators in the annual country reports (ACRs) are limited to four categories of engagement: training, technical assistance, workshops, and products.
- Contributions related to long-term ongoing 'quiet capacity building' through technical relationships cannot be easily tracked, even as they are anecdotally cited as important contributions to CCS.

70. Consequently, the following discussions on output and outcome target achievements should be considered with the above limitations to tracking the long-term CCS contributions to CSP aspirations. The following tables summarize the outcome indicator achievements and indicator achievements by gender for all strategic outcomes (SOs).

**Table 23: Country strategic plan (CSP) outcome indicators per year**

SO	Outcome Indicator/Outcome Indicator Category	Baseline	2018	2019	2020	2021	2022
SO1	<b>1.1.1 Food Consumption Score</b>						
	<i>Percentage of households with Acceptable Food Consumption Score</i>	83.2	75.7	80.7	92.9	76.6	75
	<i>Percentage of households with Borderline Food Consumption Score</i>	15.1	24.3	13.1	6.3	20.8	15
	<i>Percentage of households with Poor Food Consumption Score</i>	1.7	0.0	6.3	0.9	2.7	10
	<b>1.1.2 Consumption-based Coping Strategy Index (Average)</b>	11.0	2.0	7.0	12.0	3.9	5.7
	<b>1.1.3 Food Expenditure Share</b>	48.6	56.5	53.0			
SO2	<b>2.1.1 Proportion of eligible population that participates in programme (coverage)</b>	45.1					
	<b>2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence)</b>	20.6					
	<b>2.1.3 Proportion of children 6-23 months of age who receive a minimum acceptable diet</b>	32.5					
	<b>2.1.4 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)</b>	0.0			0.0	4.0	0.0
	<b>2.1.5 Minimum Dietary Diversity – Women</b>	76.7					
SO3	<b>3.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)</b>	0.0		3.0	3.0	5.0	
	<b>3.1.2 Food Consumption Score</b>	33.3				33.3	
	<i>Percentage of households with Acceptable Food Consumption Score</i>	68.9				92.7	
	<i>Percentage of households with Borderline Food Consumption Score</i>	25.5				7.3	
	<i>Percentage of households with Poor Food Consumption Score</i>	5.6				0.0	
	<b>3.1.3 Consumption-based Coping Strategy Index (Average)</b>	53.0				49.0	
SO4	<b>4.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)</b>	0		1.0	1.0	1.0	1.0
	<b>4.1.2 Emergency Preparedness Capacity Index</b>	2.7			2.5		

Source: Annual country reports 2018-2022.

**Table 24: Strategic outcome indicators summary by gender**

SO /Indicator	Activity	Gender	Baseline	2018	2019	2020	2021	2022 <sup>13</sup>
<b>S01 - Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency</b>								
<b>1.1.1 Food Consumption Score</b>								
<i>Percentage of households with Acceptable Food Consumption Score</i>	Act. 01	Overall	83.225	75.7	80.7	92.85	76.55	75
		Male	81	75.6	77.7	90.7		
		Female	67	76.5	89.2	81.9		
<i>Percentage of households with Borderline Food Consumption Score</i>	Act. 01	Overall	15.125	24.3	13.1	6.25	20.75	15
		Male	18	24.4	14.5	7.8		
		Female	28	23.5	8.8	14.5		
<i>Percentage of households with Poor Food Consumption Score</i>	Act. 01	Overall	1.65	0	6.3	0.9	2.7	10
		Male	1	0	7.8	1.5		
		Female	5	0	2	3.6		
<b>1.1.2 Consumption-based Coping Strategy Index (Average)</b>	Act. 01	Overall	11	2	7	12	3.86	5.7
		Male	5	2	8	12		
		Female	5	2	6	13		
<b>1.1.3 Food Expenditure Share</b>	Act. 01	Overall	48.6	56.5	53			
		Male	48.4	58.1	55			
		Female	50	45.1	53			
<b>S02 - 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>								
<b>2.1.1 Proportion of eligible population that participates in programme (coverage)</b>	Act. 02	Overall	45.06					
		Male	46.11					
		Female	44.75					
<b>2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence)</b>	Act. 02	Overall	20.64					
		Male	16.36					
		Female	22.09					
<b>2.1.3 Proportion of children 6-23 months of age who receive a minimum acceptable diet</b>	Act. 02	Overall	32.5					
		Male	34.03					
		Female	30.93					
<b>2.1.4 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)</b>	Act. 02	Overall	0			0	4	0
<b>2.1.5 Minimum Dietary Diversity - Women</b>	Act. 02	Overall	76.7					
<b>S03 - Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets</b>								
<b>3.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as</b>	Act. 03	Overall	0		3	3	5	

<sup>13</sup> 2022 Annual Country Report data not presented in gender disaggregated format with the evaluation team.

<b>a result of WFP capacity strengthening (new)</b>								
<b>3.1.2 Food Consumption Score</b>								
<i>Percentage of households with Acceptable Food Consumption Score</i>	Act. 03	Overall	68.9				92.7	
<i>Percentage of households with Borderline Food Consumption Score</i>	Act. 03	Overall	25.5				7.3	
<i>Percentage of households with Poor Food Consumption Score</i>	Act. 03	Overall	5.6				0	
<b>3.1.3 Consumption-based Coping Strategy Index (Average)</b>	Act. 03	Overall	53				49	
<b>S04 - National and local government agencies have enhanced capabilities to reduce vulnerabilities to shocks by 2022</b>								
<b>4.1.1 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)</b>	Act. 05	Overall	0		1	1	1	1
<b>4.1.2 Emergency Preparedness Capacity Index</b>	Act. 05	Overall	2.7			3		
	Act. 04	Overall	2.7			2		

Source: Annual country reports 2018-2022.

**Table 25: Gender cross-cutting indicators by activity, gender and year**

Indicator	Activity and modality	Gender	2018	2019	2020	2021	2022	CSP target
Proportion of food assistance decision making entities – committees, boards, teams, etc. – members who are women	Activity 1: cash and food	Overall	60	n.d.	n.d.	n.d.	n.d.	=50
	Activity 1: FFA	Overall	n.d.	51	41	n.d.	n.d.	>50
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	Activity 1: cash and food	Decisions made by women; Overall	45	n.d.	n.d.	n.d.	24	<30
		Decisions made by men; Overall	30	n.d.	n.d.	n.d.	10	<30
		Decisions jointly made by women and men; Overall	25	n.d.	n.d.	n.d.	66	>40
	Activity 3: cash and food	Decisions made by women; Overall	79	n.d.	n.d.	n.d.	n.d.	<30
		Decisions made by men; Overall	3	n.d.	n.d.	n.d.	n.d.	<30
		Decisions jointly made by women and men; Overall	17	n.d.	n.d.	n.d.	n.d.	>40
	Activity 1: FFA	Decisions made by women; Overall	n.a.	35	34	37	16	<30
		Decisions made by men; Overall	n.a.	13	16	23	17	<30
		Decisions jointly made by women and men; Overall	n.a.	52	50	38	67	>40
	Activity 1: Cash <sup>14</sup>	Decisions made by women; Overall	n.a.	n.a.	n.a.	30	31	<30
		Decisions made by men; Overall	n.a.	n.a.	n.a.	36	15	<30
		Decisions jointly made by women and men; Overall	n.a.	n.a.	n.a.	33	54	>40
Women representation in transfer activities <sup>15</sup>	Activity 1: FFA	Women	n.a.	48	45	n.d.	45	=50
	Activity 1: Cash, food	Women	n.a.	n.a.	n.a.	39	33	

<sup>14</sup> Country Strategic Plan Annual Country Report is reporting on the Anticipatory Action project activities which are managed by SO4 but allocated to SO1 activity.

<sup>15</sup> Full indicator is “Type of transfer received by participants in WFP activities, disaggregated by sex and type of activity” but the point of the indicator is to understand the proportion of women that are benefiting from transfers.



	Activity 1: Cash <sup>16</sup>	Women	n.a.	n.a.	n.a.	55	40	
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Source: Annual country reports 2018-2022. **Green** highlight denotes target has been met to 90% or above. **Orange** denotes 51-89% achievement against target. **Red** denotes achievements below 50%. **Grey** denotes no data (n.d.), not applicable (n.a.) or no target indicated.

**Table 26: Protection cross-cutting indicators by activity, gender and year**

Indicator	Activity and Modality	Gender	2018	2019	2020	2021	2022	CSP Target
Proportion of targeted people accessing assistance without protection challenges	Activity 1: Cash and food	Male	77	n.a.	n.a.	n.a.	100	>90
		Female	72	n.a.	n.a.	n.a.	100	>90
		Overall	74	n.a.	n.a.	n.a.	100	>90
	Activity 3: Food	Male	92	n.a.	n.a.	n.a.	100	>90
		Female	86	n.a.	n.a.	n.a.	100	>90
		Overall	86	n.a.	n.a.	n.a.	100	>90
Proportion of targeted people having unhindered access to WFP programmes (new)	Activity 1: FFA	Male	n.a.	100	100	n.d.	100	100
		Female	n.a.	99	99	n.d.	100	100
		Overall	n.a.	100	100	90.3	100	100
	Activity 1: Cash	Overall	n.a.	n.a.	n.a.	96.1	100	100
Proportion of targeted people receiving assistance without safety challenges (new)	Activity 1: FFA	Male	n.a.	100	100	n.a.	100	100
		Female	n.a.	100	100	n.a.	100	100
		Overall	n.a.	100	100	100	100	100
	Activity 1: Cash	Overall	n.a.	n.a.	n.a.	100	100	100
Proportion of targeted people who report that WFP programmes are dignified (new)	Activity 1: FFA	Male	n.a.	100	100	n.a.	100	100
		Female	n.a.	100	100	n.a.	100	100
		Overall	n.a.	100	100	98	100	100
	Activity 1: Cash	Overall	n.a.	n.a.	n.a.	92	100	100

Source: Annual country reports 2018-2022. **Green** highlight denotes target has been met to 90% or above. **Orange** denotes 51-89% achievement against target. **Red** denotes achievements below 50%. **Grey** denotes no data (n.d.), not applicable (n.a.) or no target indicated.

<sup>16</sup> Country Strategic Plan Annual Country Report is reporting on the Anticipatory Action project activities which are managed by SO4 but allocated to SO1 activity.

**Table 27: Accountability cross-cutting indicators by activity, gender and year**

Indicator	Activity and modality	Gender	2018	2019	2020	2021	2022	CSP target
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Activity 1: Cash and food	Male	70	n.a.	n.a.	n.a.	n.d.	>80
		Female	81	n.a.	n.a.	n.a.	n.d.	>80
		Overall	76	n.a.	n.a.	n.a.	31	>80
	Activity 3: Food	Male	11	n.a.	n.a.	n.a.	n.d.	>80
		Female	18	n.a.	n.a.	n.a.	n.d.	>80
		Overall	18	n.a.	n.a.	n.a.	35	>80
	Activity 1: FFA	Male	n.a.	100	84	n.a.	n.d.	>80
		Female	n.a.	100	86	n.a.	n.d.	>80
		Overall	n.a.	100	85	100	18	>80
	Activity 2: CS	Male	n.a.	n.a.	n.a.	n.a.	n.d.	>80
		Female	n.a.	n.a.	n.a.	n.a.	n.d.	>80
		Overall	n.a.	n.a.	n.a.	n.a.	n.d.	>80
Activity 1: Cash	Overall	n.a.	n.a.	n.a.	87	n.d.	>80	
Proportion of project activities for which beneficiary feedback is documented, analysed, and integrated into programme improvements	National	Overall	100	100	100	100	100	=100

Source: Annual country reports 2018-2022. **Green** highlight denotes target has been met to 90% or above. **Orange** denotes 51-89% achievement against target. **Red** denotes achievements below 50%. Grey denotes no data (n.d.), not applicable (n.a.) or no target indicated.

**Table 28: Environment cross-cutting indicators by activity, gender and year**

Indicator	Activity and modality	Gender	2018	2019	2020	2021	2022	CSP target
Proportion of activities for which environmental risks have been screened and as required, mitigation actions identified	Activity 3: cash and food	Overall	100	n.a.	n.a.	n.a.	n.a.	=100
	Activity 1: FFA	Overall	100	n.a.	67	n.d.	n.d.	=100
	Activity 2: CS	Overall	n.a.	n.a.	100	n.d.	n.d.	100

Source: Annual country reports 2018-2022. **Green** highlight denotes target has been met to 90% or above. **Orange** denotes 51-89% achievement against target. **Red** denotes achievements below 50%. Grey denotes no data (n.d.), not applicable (n.a.) or no target indicated.

## 9.7 STRATEGIC OUTCOME (SO) OUTPUT AND OUTCOME ACHIEVEMENTS AND OPERATIONAL DETAILS

71. **Note:** Narrative presented here only includes tables, graphs and project details not already covered in Volume 1.

### SO1: Humanitarian response

**Table 29: SO1 Outcome and output achievements (Activity 1)**

Strategic Outcome	Outcome Indicator <sup>17</sup>	2018	2019	2020	2021	2022 <sup>18</sup>
SO1	Food Consumption Score (FCS)					
	<i>Percentage of households with Acceptable Food Consumption Score</i>	75.7 (79)	80.7 (>79)	92.9 (>79)	76.6 (>73)	75
	<i>Percentage of households with Borderline Food Consumption Score</i>	24.3 (<20)	13.1 (<19)	6.3 (<19)	20.8 (<25)	15
	<i>Percentage of households with Poor Food Consumption Score</i>	0 (<2)	6.3 (<2)	0.9 (<2)	2.7 (<2)	10
	Consumption-based Coping Strategy Index (Average)	1.91 (<5.26)	7.0 (<5)	12.0 (<5)	3.9 (<11)	5.7
	Dietary Diversity Score	5 (>5.02)	n.a.	n.a.	n.a.	n.a.
	Food Expenditure Share	56.5 (<48.6)	53 (<48.6)	n.a.	n.a.	n.a.
Activity	Output Indicators <sup>19</sup>	2018	2019	2020	2021	2022
1	Beneficiaries receiving food transfers	454,490 (283%)	65,742 (79%)	0 (0%)	n.a.	111,855 (48%)
1	Beneficiaries receiving cash transfers	37,840 (99%)	125,835 (109%)	32,410 (43%)	52,050 (29%)	436,520 (76%)
1	Amount food transfers (mt)	3,659 (80%)	447 (182%)	0 (0%)	n.a.	1135 (49%)
1	Amount cash transfers (USD)	451,128 (50%)	2,411,696 (200%)	402,691 (24%)	611,429 (24%)	11,524,213 (61%)

Source: Annual country reports 2018-2022.<sup>20</sup> **Green** highlight denotes target has been met to 90% or above. **Orange** denotes 50-89% achievement against target. **Red** denotes achievements below 50%. **Grey** denotes no data (n.d.), not applicable (n.a.) or if data listed but no parentheses, then no target indicated.

**Table 30: SO1 CCS activities by pathway of change**

Pathway	SO1	Share of activities per pathway
	Number of activities cited	
Direct assistance	19	45.8%
P1: Policies	2	4.8%
P2: Institutional Effectiveness	8	19.0%
P3: Strategic Planning and Financing	0	0.0%
P4: Programme Design and Delivery	12	28.6%
P5: Engagement of CSO/Private Sector	1	2.4%
<b>Total</b>	<b>42</b>	<b>100%</b>

Source: Annual country report narratives 2018-2022 coded by evaluation team. **Dark** highlight indicates a greater than 40% share. **Medium** highlight indicates between 25-40% share. **Light** highlight is less than 10-25% share. White denotes less than 10% share.

### Additional project details:

72. When Typhoon Rai occurred, WFP was able to provide timely response for logistical materials and assessments through SO4, but faced challenges to provide a timely response of food and cash transfers

<sup>17</sup> For outcome indicators, year target is in parentheses. Colour denotes percentage achievement.

<sup>18</sup> No annual targets are reported in the 2022 ACR.

<sup>19</sup> Numbers in parentheses denote percent achievement against annual target.

<sup>20</sup> Values are summarized when ACRs report multiple geographic areas under the same indicator.

under SO1. A small flexible donor allocation to SO4 allowed for the rapid provision of trucks for transportation and the development of needs assessments and other data support. However, due to resourcing constraints and transition of personnel, a number of important systems and processes for implementing the cash and food transfers needed to be restarted – leading to delays in setting up the personnel, systems, and relationships for the food and cash distribution. This was complicated by the fact that direct assistance was needed in a region where WFP did not have previous field presence, requiring establishing relationships with local actors and government subnational authorities. Finally, donor contributions to support WFP in the response often came with stipulations regarding modality use. These ‘tailored’ donor requirements impeded WFP’s ability to quickly organize a coherent response in line with government processes (for example, the government support to responses is only through cash transfers). These delays led to an After-Action Review (AAR) generating extensive lessons learned.

73. More positively, interviewed stakeholders from donors, national government, and other United Nations agencies considered these initial ‘activation’ challenges as an unusual circumstance. Although initially delayed, WFP’s engagement was perceived as an eventual success. Furthermore, stakeholders at the subnational level in affected areas still perceived WFP as being able to operate more quickly than other actors – especially on the supply chain and logistics support. There were few complaints from focus group discussions (FGDs) with Typhoon Rai response beneficiaries regarding targeting, coverage, and timeliness of WFP’s response – corroborated with the low percentage of hotline complaints.

74. Interviewed stakeholders from donors, government, and other United Nations agencies considered these initial ‘activation’ challenges as an unusual circumstance. However, there were comments that there is a reputational risk if there are similar future delays in scaling up SO1 as donors and government stakeholders may consider WFP’s role differently in future responses.

75. In the evaluation interviews with stakeholders who had been involved in the Typhoon Rai response, stakeholders had different interpretations of how WFP was to engage or align with government response. Specifically, there was different understanding of whether WFP’s direct assistance was intended to complement or to replace the standard government post-response distributions to specific households.

76. An example of how this misalignment of interpretations affected the response pertained to the sharing of WFP distribution lists with the Department of Social Welfare and Development (DSWD). Interviewed subnational authorities noted that WFP did not share its list of beneficiaries with DSWD. WFP’s distribution lists were built from the DSWD’s own vulnerability-based eligibility lists for disaster assistance. The DSWD did not always have the capacity to keep these lists up to date. Therefore, one important understanding from government stakeholders was that WFP’s validation was to strengthen the DSWD’s own beneficiary lists, but also to determine who to exclude from their own coverage. The implicit assumption from government stakeholders was that WFP’s support would expand the response coverage to households who would not then receive the government support, whereas some of the staff within WFP understood that the WFP distribution was intended to complement the standard government allocations – meaning that a beneficiary household could receive extra support from both WFP and the government to begin early recovery.

77. Although initially delayed, the AAR and interviewed stakeholders did cite WFP’s engagement in the response as a success. Field-level interviews found that stakeholders still perceived WFP as being able to operate more quickly than other actors – especially on the supply chain and logistics support. Part of this enhanced responsiveness to supply chain support was due to the availability of a small amount of non-earmarked funding from a donor that allowed for quick pivoting to new actions (discussed in EQ3.1). In the site visits, there were few complaints from the FGDs with Typhoon Rai response beneficiaries regarding targeting, coverage, and timeliness of WFP’s response was triangulated with the low percentage of hotline complaints.

## SO2: Nutrition

Table 31: SO2 Outcome and output achievements

Strategic Outcome	Outcome indicator <sup>21</sup>	2018	2019	2020	2021	2022
SO2	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	n.a. <sup>22</sup>	n.a.	0 (2)	4 (2)	7(3)
	Proportion of eligible population that participates in programme (coverage)	45.1 (>70)	n.a. <sup>23</sup>	n.a.	n.a.	n.a.
	Proportion of target population that participates in an adequate number of distributions (adherence)	20.6 (>66)	n.a.	n.a.	n.a.	n.a.
	Proportion of children 6-23 months of age who receive a minimum acceptable diet	32.5 (>70)	n.a.	n.a.	n.a.	n.a.
	Minimum Dietary Diversity – Women	76.7 (>78)	n.a.	n.a.	n.a.	n.a.
Activity	Output indicators <sup>24</sup>	2018	2019	2020	2021	2022
2	Beneficiaries receiving food transfers	38,693 (190%)	20,172 (101%)	0 (0%)	n.a.	n.a.
2	Amount food transfers (mt)	73 (63%)	51 (22%)	0 (0%)	n.a.	n.a.
2	Number of policy reforms identified/advocated	2 (100%)	n.a.	n.a.	n.a.	n.a.
2	Number of caregivers receiving three key messages – Social and Behaviour Communication Change (SBCC)	10,821 (90.2%)	0 (0%)	0 (0%)	n.a.	n.a.
2	Number of people trained	n.a.	320 (128%)	147 (59%)	2,061 (2000%)	1087 (1000%)
2	Number of technical assistance activities provided	8 (80%)	9 (90%)	8 (100%)	50 (357%)	15 (250%)
2	Number of workshops organized	n.a.	3 (100%)	4 (133%)	4 (80%)	20 (7000%)
2	Number of products and tools produced	n.a.	n.a.	n.a.	2 (100%)	4 (100%)

Source: Annual country reports 2018-2022.<sup>25</sup> Green highlight denotes target has been met to 90% or above. Orange denotes 51-89% achievement against target. Red denotes achievements below 50%. Grey denotes no data (n.d.), not applicable (n.a.) or if data listed but no parentheses, then no target indicated.

Table 32: SO2 CCS activities by pathway of change

Pathway	SO2 Number of activities cited	Share of activities per pathway
Direct Assistance	3	6.1%
P1: Policies	14	28.6%
P2: Institutional Effectiveness	2	4.1%
P3: Strategic Planning and Financing	0	0.0%
P4: Programme Design and Delivery	20	40.8%
P5: Engagement of CSO/Private Sector	10	20.4%
<b>Total</b>	<b>49</b>	<b>100%</b>

<sup>21</sup> For outcome indicators, year target is in parentheses. Colour denotes percentage achievement.

<sup>22</sup> For 2018 and 2019, SO2 did not include a policy outcome indicator, but ACRs actually reported substantive policy contributions which could not then be captured in the results framework. However, these are described qualitative in the narrative below.

<sup>23</sup> For the following four indicators, reductions in SO2 project activities due to funding restrictions led to a suspension of all direct assistance nutrition activities and the ACR results framework consequently excluded these indicators in 2019-2022 reports.

<sup>24</sup> Numbers in parentheses denote percent achievement against annual target.

<sup>25</sup> Values are summarized when ACRs report multiple geographic areas under same indicator.

Source: Annual country report narratives 2018-2022 coded by evaluation team.<sup>26</sup> **Dark** highlight indicates a greater than 40% share. **Medium** highlight indicates between 25-40% share. **light** highlight is less than 10-25% share. Grey denotes less than 10% share.

### SO3: Country capacity strengthening (BARMM)

Table 33: SO3 Outcome and output achievements

Strategic Outcome	Outcome Indicator <sup>27</sup>	2018	2019	2020	2021	2022 <sup>28</sup>
SO3	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	n.a.	3 (3)	3 (3)	n.a.	n.d.
Activity	Output Indicators <sup>29</sup>	2018	2019	2020	2021	2022 <sup>30</sup>
3	Beneficiaries receiving food transfers	50,834 (91%)	53,627 (96%)	26,232 (47%)	n.a.	0 (0%)
	Beneficiaries receiving cash transfers	3,999 (89%)	1,445 (13%)	20,725 (74%)	18,560 (101%)	22,675 (172%)
	Amount food transfers (mt)	826 (79%)	579 (34%)	173 (31%)	n.a.	0 (0%)
	Amount cash transfers (USD)	88,668 (82%)	20,144 (inf)	30,941 (8%)	396,024 (78%)	188,038 (18%)
	Number of people trained	152 (95%)	296 (147%)	250 (125%)	534 (107%)	558 (250%)
	Number of technical assistance activities provided	5 (100%)	2 (100%)	26 (867%)	9 (112%)	19 (250%)
	Number of workshops organized	n.a.	9 (180%)	16 (320%)	10 (125%)	25 (100%)
	Number of products and tools produced	n.a.	1 (100%)	13 (650%)	14 (116%)	19 (76%)
FFA <sup>31</sup>						
3	Hectares of woodlots planted, maintained, or protected	n.d.	n.d.	n.d.	99 (75%)	18 (72%)
	Volume of dams and dikes constructed	n.d.	n.d.	n.d.	8,000 (89%)	n.d.
	Kilometres of feeder roads built	n.d.	n.d.	n.d.	9 (100%)	n.d.
	Kilometres of feeder roads rehabilitated	n.d.	n.d.	n.d.	4 (125%)	2 (100%)
	Number of assets built or restored	n.d.	n.d.	n.d.	225 (75%)	5 (71%)
	Number of fish ponds constructed	n.d.	n.d.	n.d.	10 (100%)	3 (75%)

Source: Annual country reports 2018-2022.<sup>32</sup> **Green** highlight denotes target has been met to 90% or above. **Orange** denotes 51-89% achievement against target. **Red** denotes achievements below 50%. **Grey** denotes no data (n.d.), not applicable (n.a.) or if data listed but no parentheses, then no target indicated.

<sup>26</sup> In the CCS policy update, an annex is included with definitions and examples specifying which types of actions are to be associated with each pathway of change. This rubric was used to code the individual actions cited in the ACRs.

<sup>27</sup> For outcome indicators, year target is in parentheses. Colour denotes percentage achievement.

<sup>28</sup> In 2022 ACR, outcome values on national policies affected not reported on.

<sup>29</sup> Numbers in parentheses denote percent achievement against annual target.

<sup>30</sup> 2022 values from CMA003 monthly values. These do not represent full year values and need to be validated by country office during the ACR preparation process.

<sup>31</sup> In 2021, the CSP began reporting on the assets created in SO3 from Food Assistance for Assets (FFA) interventions. These had been occurring in prior years, but had not been included in the CSP reporting format.

<sup>32</sup> Values are summarized when ACRs report multiple geographic areas under the same indicator.

**Table 34: SO3 CCS activities by pathway of change**

Pathway	SO3 Number of activities cited	Share of activities per pathway
Direct Assistance	4	7.4%
P1: Policies	15	27.8%
P2: Institutional Effectiveness	12	22.2%
P3: Strategic Planning and Financing	1	1.9%
P4: Programme Design and Delivery	17	31.5%
P5: Engagement of CSO/Private Sector	5	9.3%
<b>Total</b>	<b>54</b>	<b>100%</b>

Source: Annual country report narratives 2018-2022 coded by evaluation team.<sup>33</sup> **Dark** highlight indicates a greater than 40% share. **Medium** highlight indicates between 25-40% share. **light** highlight is less than 10-25% share. Grey denotes less than 10% share.

## SO4: Disaster risk mitigation and emergency preparedness and response

**Table 35: SO4 Outcome and output achievements**

Strategic Outcome	Outcome Indicator <sup>34</sup>	2018	2019	2020	2021	2022
SO4	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	n.a.	1 (2)	n.a.	1 (3)	1 (3)
	Emergency Preparedness Capacity Index	2.7 (>3.7)	n.a.	2 (>2.7) 3 (>2.7)	n.a.	n.a.
Activity	Output Indicators <sup>35</sup>	2018	2019	2020	2021 <sup>36</sup>	2022
4	Number of people trained	n.d.	331 (165%)	74 (100%)	754 (251%)	44 (22%)
4	Number of technical assistance activities provided	1 (100%)	10 (100%)	0 (0%)	11 (110%)	3 (50%)
4	Number of workshops organized	11 (100%)	n.a.	0 (0%)	n.d.	n.d.
4	Number of products and tools produced	n.d.	10 (142%)	1 (100%)	5 (100%)	4 (67%)
4	Number of coordination mechanisms supported	n.d.	1 (100%)	0 (0%)	6 (120%)	5 (100%)
5	Number of people trained	n.d.	38 (76%)	93 (186%)	90 (180%)	530 (700%)
5	Number of technical assistance activities provided	5 (500%)	5 (100%)	4 (80%)	4 (80%)	12 (85%)
5	Number of workshops organized	n.d.	1 (20%)	2 (40%)	7 (140%)	7 (120%)
5	Number of products and tools produced	n.d.	4 (25%)	6 (30%)	13 (81%)	13 (65%)
5	Number of coordination mechanisms supported	2 (100%)	6 (300%)	6 (300%)	7 (30%)	11 (78%)
<b>AA Project<sup>37</sup></b>						

<sup>33</sup> In the CCS policy update, an annex is included with a rubric specifying which types of actions are to be associated with each pathway of change. This WFP rubric was used to code the individual actions cited in the ACRs.

<sup>34</sup> For outcome indicators, year target is in parentheses. Colour denotes percentage achievement.

<sup>35</sup> Numbers in parentheses denote percent achievement against annual target.

<sup>36</sup> In 2021, the ACR format was altered to disaggregate outputs by three different projects for Activity 4 and for Activity 5. For the purposes of this summary, the AA project activities are recorded separately.

<sup>37</sup> In 2021, the ACR format was altered to disaggregate outputs by three different projects for Activity 4 and for Activity 5. For the purposes of this summary, the AA project activities are recorded separately.

	Percentage of tools developed or reviewed to strengthen national capacities for Anticipatory Action (AA)	n.a.	n.a.	n.a.	100 (100%)	67 (67%)
	Number of AA SOPs developed or reviewed	n.a.	n.a.	n.a.	1 (33%)	33 (200%)
	Number of people provided with direct access to climate risks through SMS	n.a.	n.a.	n.a.	0 (0%)	0 (0%)
	Number of people provided with direct access to climate risks through face-to-face communication	n.a.	n.a.	n.a.	0 (0%)	0 (0%)
	Number of people assisted through AA	n.a.	n.a.	n.a.	0 (0%)	0 (0%)

Source: Annual country reports 2018-2022.<sup>38</sup> Green highlight denotes target has been met to 90% or above. Orange denotes 51-89% achievement against target. Red denotes achievements below 50%. Grey denotes no data (n.d.), not applicable (n.a.) or if data listed but no parentheses, then no target indicated.

**Table 36: SO4 CCS activities by pathway of change**

Pathway	SO4 Number of activities cited	Share of activities per pathway
Direct Assistance	3	4.7%
P1: Policies	5	7.8%
P2: Institutional Effectiveness	16	25.0%
P3: Strategic Planning and Financing	0	0.0%
P4: Programme Design and Delivery	36	56.3%
P5: Engagement of CSO/Private Sector	4	6.3%
<b>Total</b>	<b>64</b>	<b>100%</b>

Source: Annual country report narratives 2018-2021 coded by evaluation team.<sup>39</sup> Dark highlight indicates a greater than 40% share. Medium highlight indicates between 25-40% share. Light highlight is less than 10-25% share. Grey denotes less than 10% share.

### Additional project details

78. The GECS-MOVE project was an initiative emerging from the collaboration between WFP and Department of Information and Communications Technology (DICT) for the development and provision of mobile communications platforms to support emergency response. From June 2019, WFP initiated more than 30 specialized technical and capacity training courses to train staff from DICT and disaster responders focusing on the deployment and utilisation of Government Emergency Communication System – Mobile Operations Vehicle for Emergencies (GECS-MOVE) units. The GECS-MOVE units were deployed during the Typhoon Rai response and, according to respondent interviews, were considered successful in improving coordination and communications early in the response. Stakeholders noted that the GECS-MOVE project was an important landmark in WFP-government relationships because its ‘one of a kind’ nature whereby the government both requested and funded WFP to co-design and co-produce telecommunications unit prototypes with training and capacity strengthening.

79. The Anticipatory Action (AA) project emerged from a global interest in Forecast-based Financing (FbF) whereby affected populations receive blanket multi-purpose cash-assistance to initiate preparatory actions. WFP first introduced the concept of anticipatory action in the Philippines in 2015 when it facilitated capacity strengthening in ten provinces. This led to the formation of the national Forecast-based Financing Technical Working Group in 2016. This was subsequently renamed the AA Technical Working Group in 2021. The Technical Working Group brings together government and non-government stakeholders to serve as the national coordination structure for AA in the Philippines, and is one of the primary platforms offering technical expertise and collaboration opportunities for AA implementors. Through the AA Technical Working Group, WFP has provided the government with technical recommendations on expanding social protection programmes in response to predicted and actual extreme weather events.

80. The government had interest in supporting the application of FbF and had approached WFP to conduct a review and produce technical guidance.<sup>40</sup> This evolved into participation in one of the six global

<sup>38</sup> Values are summarized when ACRs show multiple geographic areas under same indicator.

<sup>39</sup> In the CCS policy update, an annex is included with a rubric specifying which types of actions are to be associated with each pathway of change. This WFP rubric was used to code the individual actions cited in the ACRs.

<sup>40</sup> WFP. 2020. Forecast-Based Emergency Preparedness for Climate Risks



pilot countries to explore scaling up FbF and early warning action as part of shock-responsive social protection.<sup>41</sup> This pilot was implemented in collaboration with the Food and Agriculture Organization of the United Nations (FAO), UNICEF, Department of Social Welfare and Development (DSWD), and Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG-ECHO). WFP supported the development and integration of FbF standard operating procedures for ten pilot Local Governance Units (LGUs) as part of the AA project and helped develop comprehensive predictive analytics to support the forecasting with the Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA). Based on evaluation team field interviews, there is interest from government at the national level in the potential of the AA/FbF uptake but still much is to be done before uptake or rollout by government. The evaluation team observed different perceptions between national government and subnational government regarding AA feasibility, and there is a need for a technical discussion over whether AA can meet DSWD needs. There are pending questions regarding how AA contributions would align with existing government support following disasters, including targeting and coverage.

81. WFP provided more targeted inputs into supply chain support, including for storage and handling capacities through support to mechanized production services to increase Family Food Packs production as part of government post-disaster response. Other supply chain contributions included the identification of strategic locations for Disaster Response Centres (DRCs) and supporting needs analysis on government logistical capacity and the development of training materials.

82. WFP and DSWD signed an agreement in December 2021 stipulating the provision of technical assistance to enhance existing information and communication systems. This was intended to improve beneficiary management systems to ensure shock responsiveness and enhance social protection delivery systems and programmes. The first approach to providing this support was through the replication of WFP's internal beneficiary management database – SCOPE. There had originally been discussions about using SCOPE, with data collected using SCOPE to be migrated to the new DSWD system, and DSWD working in partnership with the LGUs to cascade SCOPE-related systems. This was part of a larger corporate initiative to rollout SCOPE as part of country capacity strengthening (CCS) around the world. However, stakeholder interviews suggested that, although there is strong interest in WFP support for improving beneficiary management information systems, the use of SCOPE may not be the most appropriate pathway given its complexity and proprietary nature.

83. Finally, SO4 supply chain support is used as part of the overall direct assistance to emergency response. WFP often provides equipment, such as trucks, to complement existing Government resources in responses. WFP often has a competitive advantage in terms of responsiveness because procurement and contracting of equipment is managed differently than from within the Government procurement systems. The availability of a predictable and flexible funding (albeit small) from one donor for Activity 5 supply chain support allowed WFP to pivot even more quickly to direct assistance and support to Government. This was highlighted in both respondent interviews and the Typhoon Rai AAR.

84. From mid-2021 onwards, an increase was observed in Activity 4 engagements. In addition to the ongoing implementation of the AA project, Activity 4 completed an extensive Climate Change and Food Security Analysis (CCSFA) exercise. The CCSFA analysed projected climate change effects on food security across a multi-decade period and developed a Livelihood Zone map to create a baseline of livelihood activities in the Philippines. The analysis is intended to provide inputs into national development and action plans and set the foundation for joint interventions and donor engagements on climate change adaptation (CCA) and resilience programming. Three major donor grants that are relevant for Activity 4 engagements were approved in 2022 and will serve to further expand Activity 4 engagements.

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<sup>41</sup> The Philippines is the only pilot country with rapid onset disasters for response.

## 9.8 WFP STRATEGIC POSITIONING FOR SOCIAL PROTECTION AND SUBNATIONAL ENGAGEMENT – ADDITIONAL DETAILS

85. Although there is evidence of strategic positioning adaptations throughout the country strategic plan (CSP), there is limited documentation describing an underlying Philippines-specific strategic framework for country capacity strengthening (CCS) that orients these adjustments. The Decentralized Evaluation of Capacity Strengthening noted that the absence of an overarching CCS framework impedes WFP's capacity to determine effectiveness. However, an overarching CCS framework is important for assessing effectiveness, and its absence also impedes understanding the coherence linking individual apparently disparate interventions. Considering the high capacity of national-level government for Emergency Preparedness and Response (EPR), disaster and risk reduction management (DRRM), and humanitarian response, interviewed stakeholders noted that WFP support must be predicated on providing 'strategic and surgical' interventions as complementary inputs. The absence of a CSP-wide documentation of a strategy such as capacity needs mapping (CNM) created challenges to ensuring that these individual interventions are coherently linked within a larger CCS framework. This, combined with limited resourcing options and challenges in workforce technical capacity and turnover in strategic positions, led to perceptions that WFP had engaged in more ad hoc interventions that, while conceptually relevant to CCS, lacked a systematic structure.

86. Corporately, there are a range of materials and resources for structuring a CCS approach. While the CSP design is heavily oriented towards strengthening country capacities, there is limited evidence of systematic use of the corporate CCS frameworks and materials for guiding CSP CCS engagements. There was one CNM for SO3 that was carried out in 2018, but no evidence of similar CNM exercises for the other strategic outcomes (SOs). There is no evidence of political landscape mapping conducted by the country office at the time of design to inform the development of strategic relationships, including identifying the appropriate legislative and technical levels within the government for engagement, or an overarching framework that can map the individual actions supported by WFP.

87. The CSP lowered visibility on social protection in the design, and gave WFP less leverage for national-level engagement on social protection. There are two factors that weakened WFP's social protection (SP) strategic positioning: i) the dispersion across different SOs without a coherent framework; and ii) the fact that within the SOs, these activities are reported against non-SP frameworks. The CSP design distributed SP relevant activities across multiple SOs but did not have an SO-specific lens orienting operations, even as SO2, SO3, and SO4 interventions were conceptually aligned with national SP systems. The dispersion of SP-relevant activities across multiple SOs within the CSP had implications for WFP's strategic positioning on SP. It was challenging for the country office to describe and document its contributions to SP because activities were not reported against an SP framework but rather towards food security (SO3), nutrition (SO2), or EPR/climate change adaptation (CCA) (SO4). As a result, WFP's primary relationships were related to these technical sectors, rather than key SP actors.

88. WFP's engagement in shock-responsive social protection (SRSP) exemplifies the effect of this disaggregation and reporting against separate frameworks. WFP was involved in SRSP as part of the technical working group for SRSP and the Anticipatory Action (AA) pilot implemented with other United Nations agencies in the country. Despite this affiliation, interviewed stakeholders did not perceive WFP's role in the country context as social protection, even though the DSWD – the primary social protection actor – is one of WFP's primary partners. The DSWD has both an emergency response and an SP mandate, but WFP's relationships with DSWD stakeholders were closer with the technical units related to supply chains and logistics rather than the SP sectors. Key gaps in the senior management structure further inhibited establishing the necessary SP strategic relationships (EQ4.4).

89. A series of factors have strengthened WFP's potential for a coherent SP position. A 2021 Social Protection Scoping study sponsored by WFP highlighted increased opportunities for WFP to become more engaged in SP in the future. The country office has integrated an SP framework into the CSP design following the retrofitted Line of Sight exercise published in 2022. The now published corporate policy provides an important foundation for orienting WFP work in SP moving forward. External and internal interviewed stakeholders at both national and subnational levels affirmed that WFP could be an important actor, especially at the subnational level. Stakeholders could also identify SP-relevant technical activities that WFP is already doing, including the validation of DSWD beneficiary lists (in the AA project and Typhoon Rai responses), providing technical advice on improving the DSWD beneficiary management databases, and

monitoring the Social Amelioration Programme (SAP) during the pandemic. This acknowledgement of WFP actions as relevant to SP support the development of a more focused engagement in SP.

90. Stakeholders identified clear potential entry points for WFP in the SP field. WFP's support was envisioned in bolstering two of the Philippines four pillars within the DSWD Social Protection Programmes – one on Social Safety Nets and the anti-poverty Pantawid Pamilyang Pilipino Program (4Ps).<sup>42</sup> WFP was seen as having a comparative advantage in supporting the government's targeting and coverage criteria, assessing transfer values, and providing technical monitoring. Stakeholders noted that the subnational levels, including Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), needed more support and had less access to support, despite perceived United Nations support for SP and SRSP at the national level. WFP was envisioned as being well-positioned to fill this gap, not just in BARMM, but elsewhere.

91. Interviewed stakeholders provided a wide-ranging consensus that the decentralization governance structure at the subnational level in the Philippines, combined with WFP's experience working in the subnational context, provided an important opportunity in the CSP to focus on subnational capacity strengthening. Evidence in the documentation of project reports and reevaluation described two different approaches: i) geographic dependent multi-sectoral interventions for CCS, prominent during the CSP implementation in BARMM; and ii) strengthening local capacities through a national capacities model, which was more common in the previous Protracted Relief and Recovery Operations (PRROs) but is also reflective of the work in the AA pilot project managed by SO4.

92. Geographic dependent multi-sectoral interventions emerged as a result of the original SO3 focus on BARMM in the CSP design, but eventually expanded to integrate multiple SOs within the BARMM geographic context. The BARMM-supported WFP engagements ranged from direct engagement through SO4 preparedness exercises, to SO1 humanitarian response and eventual recovery and social protection in SO2 and SO3 through CCA and DRRM opportunities.

93. The national capacities model was more prominent in the previous PRROs, with only the AA pilot project reflecting this model in SO4 of the CSP itself. This approach was predicated on facilitating the national-level policies and capacities to 'cascade' to provincial and district levels, supporting changes in subnational implementation. Because semi-autonomous planning is conducted at the subnational level, interviewed stakeholders noted the importance of including other government units into this type of approach including the Department of the Interior and Local Government (DILG) and the Local Governance Unit (LGUs) and the Office of Civil Defence. Despite risks, long-term gains can materialize. During the project site visits, local government respondents in the AA project site visits were still able to cite WFP support through this type of approach from the earlier PRRO implementation periods, and recognized the WFP contributions to subnational capacity strengthening, even after the PRRO had ended.

94. During the pandemic, the government managed the overall COVID-19 response. Economic support was channelled through the SAP as part of the programme's pre-existing distributions. WFP supported the government response through technical support in data collection, management, and analysis, including assessing the impact of the pandemic on food security and essential needs. WFP also interviewed nearly 10,000 SAP recipients in 17 regions to provide policy recommendations for the DSWD. During the pandemic, WFP also engaged in updating the Cost of Diet study and supporting the National Nutrition Council in the design of a rapid nutrition assessment. WFP provided logistical support, including donating trucks and supporting the establishment of temporary medical or disaster response centres. However, interviewed government stakeholders predominantly focused on WFP's technical support in remote monitoring of the DSWD's expanded SAP.

95. Government COVID-19 restrictions and shifting attention and priorities of government and donors as a result of the pandemic, did impact the implementation of WFP's previously planned activities, especially those that involved beneficiary engagements. The country office continued implementing its planned activities, as feasible, through applying mitigation measures (social distancing rules), cancelling activities, or shifting to remote platforms or alternative methods.

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<sup>42</sup> A nationwide conditional cash transfer programme to the poorest eligible households.

## 9.9 RECOMMENDATION THEMES FROM PREVIOUS EVALUATIONS IN 2021

96. During the past calendar year, the country office has had four major evaluation events: i) the Typhoon Rai After-Action Review; ii) the CSP Mid-Term Review (MTR); iii) the Decentralized Evaluation of Capacity Strengthening (DECS); and iv) the Social Protection Scoping Study. Each of these evaluations presented a set of recommendations to the country office for response. There are certain common themes emerging from across these four evaluations. Table 36 summarizes the key themes within the recommendation sets from each of these evaluations.

**Table 37: Recommendation themes from previous evaluations**

Evaluation	Key themes
<b>AAR</b>	<ul style="list-style-type: none"> <li>Strengthen system and retain in-house Emergency Response capacity (Extensive lessons learned identified)</li> </ul>
<b>MTR</b>	<ul style="list-style-type: none"> <li>Strategic rather than piecemeal CCS</li> <li>Subnational engagement</li> <li>Social protection landscape</li> <li>Deeper and wider geographic focus</li> <li>Increased synergies – UNCT, HDPN</li> <li>Gender and protection strengthening</li> <li>Resourcing shortages</li> <li>Organizational and staffing requirements</li> <li>Improved results framework for capturing country office contributions realistically</li> </ul>
<b>DECS</b>	<ul style="list-style-type: none"> <li>Deeper and wider geographic focus</li> <li>Strategic rather than piecemeal CCS</li> <li>Improved results framework for capturing country office contributions realistically</li> </ul>
<b>SP Scoping</b>	<ul style="list-style-type: none"> <li>Use SP as overarching conceptual framework with nutrition cross-cutting</li> <li>Increase linkages to HDPN</li> <li>Improved knowledge management for learning and advocacy.</li> </ul>

Source: Rai After Action Review (2022), CSP Mid-Term Review (2021), Decentralized Evaluation of Capacity Strengthening (2022), Social Protection Scoping Study (2021).

# Annex 10: Linking findings to recommendations

Recommendations	Conclusions	Findings – paragraph number
<p><b>Recommendation 1: Systematic country capacity strengthening (CCS) Framework Utilization.</b> Re-affirming the recommendations from the Decentralized Evaluation of Capacity Strengthening, when developing the next country strategic plan (CSP), WFP should strengthen the utilization of the corporate CCS framework and Corporate Results Framework (CRF) to develop a country-specific CCS strategy, approach, roadmap, and monitoring framework to guide country office activities.</p>	Conclusion 2	52,53,73,83,86,105,156,157
	Conclusion 6	38,63,64,72-77,95-97,112,126,132,169
	Conclusion 8	57-64,72,78,81,85,94-98,105
<p><b>Recommendation 2: Social Protection Strategic Positioning:</b> Re-affirming the recommendations from the Social Protection Scoping Study, WFP should ensure a coherent strategy in social protection in the new CSP while continuing to expand its social protection strategic positioning, including nutrition-sensitive social protection. This should be not only within shock-responsive social protection but within the larger social protection sphere, including identifying the appropriate pillars, and appropriate technical approaches, to support within the government's social protection strategy and programming – in particular, identifying WFP's potential role for supporting subnational government social protection systems.</p>	Conclusion 5	31, 114-123,156
	Conclusion 6	38,63,64,72-77,95-97,112,126,132,169
<p><b>Recommendation 3: Humanitarian Response Internal Capacity.</b> Affirming the recommendations from the Typhoon Rai After-Action Review, for the next CSP, WFP should build on lessons learned from the Typhoon Rai response to sustain the internal capacity to be able to scale up and mobilize an emergency response.</p>	Conclusion 3	68-72, 82-91, 113,119, 120, 140
	Conclusion 4	72, 73, 79, 89, 93 96 108 125-129, 136, 138 143-144, 151-155,
	Conclusion 5	31, 114-123,156
<p><b>Recommendation 4: Subnational engagement in CCS.</b> Consistent with the government efforts on decentralization, and drawing on the best practices from available studies from the Mid-Term Review, Decentralized Evaluation of Capacity Strengthening, and the Social Protection Scoping Study, as part of the next CSP, WFP should seek to expand its subnational CCS engagements.</p>	Conclusion 5	31, 114-123,156
	Conclusion 7	66, 75, 76, 83, 89-90, 111-112, 124-128, 139, 153-159, 163, 170
<p><b>Recommendation 5: Resource Management:</b> As part of the next CSP, WFP should continue to refine and diversify its financial and human resources capacities, building on the recently completed workforce review, and affirming the recommendation in the Mid-Term Review, Decentralized Evaluation of Capacity Strengthening, and the Social Protection</p>	Conclusion 1	64-68, 72-78, 88, 130-133, 152, 168
	Conclusion 4	72, 73, 79, 89, 93 96 108 125-129, 136, 138 143-144, 151-155,

Scoping Study to continue to expanding staff capacities and organizational culture consistent with WFP's dual mandate of saving lives and changing lives, while expanding its partnership resourcing base.	Conclusion 5	31, 114-123,156
<b>Recommendation 6: Evidence Base and Knowledge Management.</b> In the next CSP, WFP should invest further in evidence generation and knowledge management to strengthen inter-strategic outcome conceptual linkages, track long-term CSP progress against CCS, and strengthen institutional memory.	Conclusion 2	52,53,73,83,86,105,156,157
	Conclusion 6	38,63,64,72-77,95-97,112,126,132,169

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# Annex 12: Acronyms

<b>4Ps</b>	Pantawid Pamilyang Pilipino Program
<b>AA</b>	Anticipatory Action
<b>AAP</b>	Accountability to Affected Populations
<b>AAR</b>	After-Action Review
<b>ACR</b>	Annual Country Reports
<b>AFF</b>	Agriculture, Fisheries and Forestry
<b>ARMM</b>	Autonomous Region in Muslim Mindanao
<b>BARMM</b>	Bangsamoro Autonomous Region in Muslim Mindanao
<b>BHA</b>	Bureau for Humanitarian Assistance
<b>BPDA</b>	Bangsamoro Planning and Development Authority
<b>BR</b>	Budget Revision
<b>BTA</b>	Bangsamoro Transition Authority
<b>CA</b>	causal assumption
<b>CBT</b>	cash-based transfer
<b>CCA</b>	climate change adaptation
<b>CCFSA</b>	Climate Change and Food Security Analysis
<b>CCS</b>	country capacity strengthening
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women
<b>CERF</b>	Climate Emergency Response Fund
<b>CFA</b>	Cash for Assets
<b>CNM</b>	capacity needs mapping
<b>CPB</b>	country portfolio budget
<b>CRF</b>	Corporate Results Framework
<b>CS</b>	Capacity Strengthening
<b>CSI</b>	Coping Strategies Index
<b>CSO</b>	civil society organization
<b>CSP</b>	country strategic plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DDoE</b>	Deputy Director of Evaluation
<b>DE</b>	decentralized evaluation
<b>DECS</b>	Decentralized Evaluation of Capacity Strengthening
<b>DG ECHO</b>	Directorate-General for European Civil Protection and Humanitarian Aid Operations
<b>DICT</b>	Department of Information and Communications Technology
<b>DILG</b>	Department of Internal Local Governance
<b>DRR</b>	disaster risk reduction
<b>DRRM</b>	Disaster Risk Reduction Management
<b>DSC</b>	direct support cost
<b>DSWD</b>	Department of Social Welfare and Development
<b>EDMF</b>	Emerging donor matching fund
<b>EFSA</b>	Emergency Food Security Assessment

<b>EPCI</b>	Emergency Preparedness Capacity Index
<b>EPR</b>	Emergency Preparedness and Response
<b>EQ</b>	Evaluation Question
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FbF</b>	Forecast-based Financing
<b>FCDO</b>	Foreign, Commonwealth & Development Office
<b>FCS</b>	Food Consumption Score
<b>FES</b>	Food Expenditure Scores
<b>FFA</b>	Food Assistance for Assets
<b>FGD</b>	focus group discussion
<b>FNRI</b>	Food and Nutrition Research Institute
<b>FSN</b>	Food Security and Nutrition
<b>GAM</b>	Gender and Age Marker
<b>GAP</b>	Gender Action Plan
<b>GDP</b>	gross domestic product
<b>GECS-MOVE</b>	Global Emergency Communication System – Mobile Operations Vehicle for Emergencies
<b>GEWE</b>	Gender Equity and Women’s Empowerment
<b>GHI</b>	Global Hunger Index
<b>HDI</b>	Human Development Index
<b>HGSF</b>	Home-Grown School Feeding
<b>HR</b>	Human Resources
<b>HRC</b>	Human Rights Council
<b>IASC</b>	Inter-Agency Standing Committee
<b>IFR</b>	iron fortified rice
<b>IR</b>	Inception Report
<b>IR-EMOP</b>	Immediate Response Emergency Operations
<b>KII</b>	Key Informant Interview
<b>LFPR</b>	labour force participation rate
<b>LGU</b>	Local Governance Unit
<b>M&amp;E</b>	monitoring and evaluation
<b>MAFAR</b>	Ministry of Agriculture, Fisheries and Agrarian Reform
<b>MCW</b>	Magna Carta of Women
<b>MENRE</b>	Ministry of Environment, Natural Resources and Energy
<b>MILG</b>	Ministry of Interior and Local Government
<b>MoUS</b>	Memorandums of understanding
<b>MSC</b>	Most Significant Change
<b>mt</b>	metric ton
<b>MTR</b>	Mid-Term Review
<b>NAP-WPS</b>	National Action Plan on Women, Peace, and Security
<b>NAP-YPS</b>	National Action Plan on Youth, Peace, and Security
<b>NBP</b>	needs-based plan
<b>NCR</b>	National Capital Region
<b>NEDA</b>	National Economic and Development Authority
<b>NGO</b>	Non-governmental organization
<b>NNC</b>	National Nutrition Council

<b>NNS</b>	National Nutrition Survey
<b>OHA</b>	Office for the Coordination of Humanitarian Affairs
<b>PAGASA</b>	Philippine Atmospheric, Geophysical and Astronomical Services Administration
<b>PDM</b>	Post Distribution Monitoring
<b>PDP</b>	Philippines Development Plan
<b>PFSD</b>	Partnership Framework for Sustainable Development
<b>PRIME</b>	People-Centred Risk indicator Measurement and Engagement
<b>PRRO</b>	Protracted Relief and Recovery Operations
<b>PSA</b>	Philippines Statistics Authority
<b>PSEA</b>	Preventing Sexual Exploitation and Abuse
<b>RAM</b>	Research, Assessment, and Monitoring
<b>RBB</b>	Regional Bureau in Bangkok
<b>RPAN</b>	Regional Plan of Action for Nutrition
<b>SA</b>	strategic assumption
<b>SABER</b>	Systems Approach for Better Education Results
<b>SAP</b>	Social Amelioration Programme
<b>SBCC</b>	social and behaviour change communication
<b>SBN</b>	Sun Business Network
<b>SDG</b>	Sustainable Development Goal
<b>SEPF</b>	UN Socioeconomic and Peacebuilding Framework for COVID-19 Recovery
<b>SEPF</b>	Socio-Economic Partnership Framework
<b>SERP</b>	Socio-Economic Response Plan
<b>SO</b>	strategic outcome
<b>SOFI</b>	State of Food Insecurity
<b>SP</b>	social protection
<b>SPS</b>	social protection system
<b>SRSP</b>	shock-responsive social protection
<b>SUN</b>	Scaling Up Nutrition
<b>T-ICSP</b>	Interim Transitional Country Strategic Plan
<b>ToC</b>	theory of change
<b>ToR</b>	terms of reference
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	UN Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Child Fund
<b>UNPF</b>	United Nations Population Fund
<b>UNPFSD</b>	United Nations Partnership Framework for Sustainable Development
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>UN-SWAP</b>	UN system-wide action plan
<b>USA</b>	United States of America
<b>VAM</b>	Vulnerability Analysis and Mapping



**VNR**

Voluntary National Review

**WFP**

World Food Programme

**Office of Evaluation**

**World Food Programme**

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