Evaluation of Philippines WFP Country Strategic Plan 2018-2023

July 2023

Informal Consultations
WFP CSP IN PHILIPPINES 2018–2023

Four strategic outcomes
(Allocated resources versus needs-based plan as of December 2022 Budget Revision 8)

- **SO1**: 44.2%
  Crisis-affected people can meet their basic food and nutrition needs during and after emergency

- **SO2**: 1.1%
  Vulnerable people have adequate and healthy diets to reduce malnutrition by 2022 in line with Government targets

- **SO3**: 12.7%
  Vulnerable communities in Mindanao have improved food security and nutritional status by 2022 in line with Government targets

- **SO4**: 25.2%
  National and local Governments have enhanced capabilities to reduce vulnerability to shocks by 2022
OVERVIEW OF THE EVALUATION METHODOLOGICAL APPROACH

Mixed methods
• Document review
• Monitoring and financial data analysis
• Interviews (262 individuals) and FGDs (128 participants)
• Field visits (Manila, Albay, Surigao del norte and Cotobato City)

Ethical safeguards: UNEG ethical guidelines 2020 - informed consent, protecting privacy, confidentiality, anonymity, gender and cultural sensitivity.
FINDINGS
Relevance & strategic positioning

- Evidence-based and relevant to needs, especially in BARMM – but missed opportunities for Social protection

- Strategically positioned across the nexus

- Well aligned with national priorities and UN framework to achieve SDGs 2 and 17

- Based on WFPs comparative advantages - e.g. sub-national presence (BARMM); expertise in logistics, assessments, emergency response, supply chain
Contribution to strategic outcomes

SO1 Contribution to food security and nutritional outcomes through CCS and food distributions

SO2 Significant policy support to food and nutrition security, but curtailed by severe funding shortfalls

SO3 Multisectoral intervention in BARMM with significant results, also in peacebuilding and social cohesion

SO4 Significant support to Government emergency preparedness & response systems
Integration of cross cutting issues

Alignment with WFP Gender Equality and Women's Empowerment framework

Protection guidelines were followed, except during Typhoon Rai

Accountability to Affected Populations improved during Typhoon Rai

Environmental considerations in SO 3 and 4 - less so in SO1

Sustainability of interventions is high given the support to national or regional institutions

Nexus: Multisectoral approach in BARMM contributed to results across the nexus
Cost efficient use of resources

Cash is more timely than in-kind, and capacity strengthening is the timeliest.

Timeliness and coverage was challenged by late, earmarked and in-kind funding.

Slow initial distribution during Typhoon Rai – limited capacity to scale up.

Cost-efficiency improved with transition to cash by 2020, except for Typhoon Rai response.
Factors explaining performance

- CSP architecture and lack of synergy between SOs
- Limited financial and human resources until 2021
- Misalignment of CCS efforts with existing corporate framework and tools
- Decentralized Government structure
- Covid 19 caused delays and cancellations
Conclusions

CSP aligned with government priorities; well positioned across nexus

- **Strongest** = humanitarian assistance, Emergency Preparedness & Response; peacebuilding
- **Weakest** = social protection

Contributions to Country Capacity Strengthening in food security, emergency response and peacebuilding - but corporate indicator gaps

Food security & nutrition lens limited partnership engagement in peacebuilding & social protection, except BARMM

No operational inefficiencies, though delays in Typhoon Rai response
Conclusions (cont.)

Limited funding - generally earmarked for emergency activities

Vacant senior management positions, high staff turnover & limited knowledge management = constrained strategic partnerships until 2021

Commitments on cross cutting issues mostly fulfilled except during Typhoon Rai

Experience & comparative advantages position WFP well to expand sub-national presence
Recommendations

1. Use corporate frameworks to develop country specific Capacity Strengthening strategy, approach, roadmap & monitoring framework

2. Maintain internal capacity to scale up for emergency response

3. Ensure coherent strategy in social protection

4. Explore expansion of sub-national engagement in capacity strengthening, particularly Emergency Preparedness and Response

5. Refine and diversify financial & human resources for the 'saving lives & changing lives' agenda

6. Invest in knowledge management to support decision-making & strengthen institutional memory