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Operational matters – Country strategic plans

**For approval**

Executive Board documents are available on WFP's website (<http://executiveboard.wfp.org>).

## **Draft Philippines country strategic plan (2018–2023)**

Duration	1 July 2018–30 June 2023
Total cost to WFP	USD 33,033,498
Gender and age marker*	3

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### **Executive summary**

The Philippines has made considerable progress in economic, social and human development in the past decade, but persistent challenges are yet to be overcome to achieve the 2030 Agenda for Sustainable Development and Sustainable Development Goal 2 in particular. These challenges include a high prevalence of chronic malnutrition, vulnerability to natural hazards and climate change, and instability in the south of the country.

The Philippine Development Plan 2017–2022 sets the path for the development of government policies and programmes. The objectives of the plan, such as elimination of child malnutrition, support the development of policies and guidelines directly related to food security and nutrition and Sustainable Development Goal 2. The United Nations system, in coordination with the Government of the Philippines under the leadership of the National Economic and Development Authority, is currently developing the country's United Nations development assistance framework for 2019–2023 to align with the nation's priorities.

In 2016, WFP commissioned an independent review that identified gaps and opportunities relevant to achieving Sustainable Development Goal 2. The report, entitled “Strategic Review: Food Security and Nutrition in the Philippines”, formed the basis for dialogue with ministries and national institutions, agreement on opportunities for WFP support and the definition of a country strategic plan for the Philippines.

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The Philippine country strategic plan (2018–2023) is designed to reduce malnutrition and build the resilience of vulnerable populations. WFP will work with the Government to improve response structures and policy frameworks through the following strategic outcomes:

- *Strategic outcome 1:* Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency.
- *Strategic outcome 2:* 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.
- *Strategic outcome 3:* Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets.
- *Strategic outcome 4:* National and local government agencies have enhanced capabilities to reduce vulnerability to shocks by 2022.

The country strategic plan outlines the activities that WFP will carry out in partnership with its main government counterparts at the national and regional levels to facilitate the transfer of knowledge on zero hunger solutions while maintaining the capacity to augment the Government's emergency response as needed.

### **Draft decision\***

The Board approves the Philippines country strategic plan (2018–2023) (WFP/EB.A/2018/8-A/4) at a total cost to WFP of USD 33,033,498.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. The Philippines is an archipelago of over 7,000 islands, with 26 different agro-ecological zones that are exposed to both geological and hydro-meteorological hazards. According to the World Risk Index, the Philippines ranks as the third most at-risk country in terms of potential impacts of climate change. The country has been a middle income country since 2009 and has the world's tenth fastest growing economy, with annual gross domestic product (GDP) growth above 6 percent for five consecutive years. The Government has set itself a target of becoming an upper middle income country by 2022. The Philippines has a population of 104 million.
2. Despite sustained economic growth, the Philippines suffers from widespread social, gender and economic disparities, and hunger and malnutrition persist and have even increased in recent years. The 2016 Human Development Report by the United Nations Development Programme ranked the country 116th out of 188 countries, and the end line trajectories of the Millennium Development Goals (MDGs) indicated that there are binding constraints in national capacities to deliver on basic human development needs, especially at the local level. As a result, the country has struggled to achieve its targets in several priority areas.
3. The World Economic Forum's Global Gender Gap Report 2016 showed that the Philippines was making progress towards closing its gender gap and ranked first in Asia, with a score of 0.786 (1 being the highest possible score). At the same time, the Philippines ranked 96th out of 159 countries in the 2015 Gender Inequality Index. Progress has been driven by high performance in literacy rates, primary, secondary and tertiary education completion and life expectancy.
4. In terms of development, the Autonomous Region in Muslim Mindanao (ARMM) is the region of the country that ranks the lowest in terms of human development and living standards, which is partly rooted in and exacerbated by armed violence and human insecurity, reinforcing an intergenerational cycle of conflict and underdevelopment. Cultural norms further constrain women's sociopolitical and livelihood opportunities, and there is low uptake of and restricted access to basic social services. With only a few women serving in the executive, legislative and judicial branches, women have limited opportunities to influence policies and decision making processes. Moreover, the implementation of the 2014 Comprehensive Agreement on the Bangsamoro remains incomplete, fuelling uncertainty across the region and the potential for further eruption of violence and extremism.

### 1.2 Progress towards SDG 2

#### *Progress towards SDG 2 targets*

5. *Ensure access to food:* According to the 2017 Global Hunger Index, the Philippines was unable to sustain the improvement of its hunger score from "serious" in 2015 to "moderate" in 2016. In 2017, the country relapsed to a "serious" score, ranking 68th out of 119 countries.<sup>1</sup> An average of 21.6 percent of Filipinos live below the national poverty line, including 34.3 percent of farmers, 34 percent of fisherfolk and 31.4 percent of children. Limited access to an adequate diet, which is most prevalent in the ARMM, was worsened by high prices for rice, the main staple, as well as gender inequalities, natural hazards and long-lasting armed conflict. Less than 20 percent of boys and girls aged 6–23 months consume a nutritious and adequate diet. Based on the World Economic Forum's 2017 Global Gender Gap Report, poverty incidence is highest among agricultural workers, with women absorbing the lion's share, accounting for 61 percent of those engaged in agricultural activities. Child labour is also highest in the agriculture sector, with girls representing about 35 percent.
6. *End malnutrition:* The Philippines did not achieve the MDG target of halving child malnutrition by 2015, and its nutrition performance lags behind its Association of Southeast Asian Nations (ASEAN) neighbours. The stunting rate among children under 5 is 33.4 percent, with higher prevalence in boys (34.4 percent) than in girls (32.5 percent). Wasting levels have not changed significantly in 20 years and are currently at 7.1 percent, with boys having higher prevalence

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<sup>1</sup> International Food Policy Research Institute, Global Hunger Index 2017.

- (7.8 percent) than girls (6.4 percent). Wasting is slightly more prevalent in school-aged children, at 8.4 percent overall, with 9 percent for boys and 7.8 percent for girls. Based on the Philippines 2015 national nutrition survey, stunting and wasting among children are considerably more prevalent in the ARMM (45.2 percent) than in the country as a whole (8.2 percent).
7. A quarter (24.8 percent) of pregnant and lactating women and girls (PLWGs) are nutritionally at risk. Micronutrient deficiencies are declining, although the prevalence of infant iron deficiency anaemia is still high (40 percent).<sup>2</sup> Even in the top wealth quintile, malnutrition rates among boys and girls remain high (e.g. 13–14 percent stunting in children under 5).
  8. Underlying causes of stunting and child malnutrition include maternal malnutrition, poor health and feeding practices and lack of access to affordable nutritious diets, with 81 percent of children not consuming a minimally acceptable diet. Other factors include the rising numbers of adolescent pregnancies, lack of access to health and other services, structural inequalities, low education levels, inadequate or insufficient access to potable water and poor sanitary conditions.
  9. *Double smallholder productivity and incomes:* The agriculture sector contributes 20 percent to national output and employs about one third of the national workforce,<sup>3</sup> with approximately one in every four families dependent on agriculture for their living. The sector's contribution to GDP is declining, and the 2.9 percent annual average labour productivity growth seen in the last three years is lower than in the industry and service sectors. Smallholder farmers lack the information and training they need to interpret market movements and the capital and post-harvest logistics they need to increase their output and undertake value-adding activities to augment and improve their economic livelihoods. In addition, armed conflict and events related to climate change, such as droughts and typhoons, coupled with the absence or lack of post-harvest infrastructure, further contributed to the deterioration of the sector's output.
  10. According to the food security and nutrition strategic review, better alignment of national programmes would help to improve smallholder productivity, access to markets, farm-to-market supply chains and the availability of affordable, nutritious food. As a result, the programmes would promote better food security and nutrition outcomes. Opportunities for programme alignment involve the Department of Social Welfare and Development's hunger mitigation programme, the Department of Agriculture's food self-sufficiency programme and the Department of Agrarian Reform's support for poverty alleviation in agrarian reform communities.
  11. *Ensure sustainable food production systems:* Located in the Pacific "ring of fire", the Philippines is extremely prone to natural hazards, especially earthquakes, typhoons and volcanic hazards, all of which increase the vulnerability of national food systems. Likewise, the increasing negative effects of climate change (including slow onset effects) have gender-differentiated impacts as a result of existing gender inequalities, which further exacerbates gender inequalities and hinders the development of a sustainable food system. The food security and nutrition strategic review highlights the fact that trade distortions, inefficient logistics, post-harvest losses and uncompetitive marketing practices have the cumulative effect of raising food prices, to the detriment of poor consumers, while depressing farm incomes. In addition, enforcement of food fortification policies and promotion of accessible and affordable fortified complementary foods for young children are lagging. AmBisyon Natin 2040 (AmBisyon 2040), the Government's vision for ending poverty in the country by 2040, focuses on strategic trade and agriculture policy and aims to enhance market competition and reduce regulatory complexity.

### ***Macro-economic environment***

12. The Philippines' economy is one of the most dynamic and fastest growing in Asia, and is strongly linked with ASEAN. The Philippines currently chairs ASEAN and continues to foster strong foreign relations and trade policies with ASEAN members. Employment rates for both men and women reached a decade high of 94.4 percent among the economically active population in

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<sup>2</sup> Food and Nutrition Research Institute, 2015 national nutrition survey.

<sup>3</sup> According to the Philippine Statistics Authority's 2017 gender statistics, the labour force participation rate is 49.3 percent for women and 77.9 percent for men.

2017,<sup>4</sup> although underemployment also remains high, at 16.3 percent. Between 2011 and 2015, the country experienced an increase in revenues, which allowed for an increase in social service provision to reduce inequalities, as well as a 77 percent increase in average real per capita annual infrastructure disbursement compared with the previous decade. Remittances from about 12 million Filipinos (slightly more women than men) living and working abroad account for about 10 percent of GDP.

### ***Key cross-sectoral linkages***

13. Food security and nutrition in the Philippines is intrinsically linked to poverty and social protection (SDG 1), health (SDG 3), education (SDG 4), gender equality (SDG 5), innovation (SDG 9), inequality (SDG 10), cities (SDG 11), climate action (SDG 13) and peace (SDG 16). The Government recognizes the complexity of addressing SDG 2 and places SDG 1 and SDG 2 as the overarching goals of its Philippine Development Plan agenda. With hunger and malnutrition persisting, the country did not achieve the MDG target of halving child malnutrition by 2015.
14. *Poverty.* According to government data, the poverty incidence for the Philippines overall declined from 26.3 percent in 2009 to 21.6 percent in 2015. It remains at 30 percent in rural areas, being higher for farmers than for non-farmers, and is higher for women than for men. Subsistence incidence also declined, falling from 10.9 percent to 8.1 percent over the same period. However, food inflation has risen significantly, to the detriment of the poor, who spend an estimated 41.9 percent of their budgets on food. Economic growth remains uneven, therefore, and gains in poverty reduction have not resulted in comparable improvements in food security and nutrition or benefited men and women equally. It is significant that the Philippine Development Plan (PDP) 2017–2022 recognizes that economic growth needs to be more inclusive and aims to reduce the incidence of poverty to 20 percent for rural areas and 15 percent for the Philippines in general by 2022.
15. *Gender.* Despite progress, gender inequality persists in economic opportunities, political empowerment and the domestic sphere. The female labour force participation rate of 53 percent compares to a male participation rate of 81 percent, employment-to-population ratios being 46.6 and 73.1 percent, respectively. Combined with a lack of productive employment opportunities for women, the fact that unpaid domestic and care work is predominantly done by women continues to constrain women's participation in paid work. Furthermore, women have not benefited as much as men from economic growth and poverty reduction, as they continue to have limited access to credit, control of productive means of income and participation in decision-making.
16. *Education.* Enrolment and retention rates are some of the highest in the region. However, geographic and socioeconomic disparities are significant (the ARMM lags behind on all government educational indicators). Poor or limited education limits economic mobility and correlates with poor family nutrition status.
17. *Peace and security.* The PDP 2017–2022 recognizes that current economic growth cannot be sustained to ensure upper middle income country status without enduring peace and stability. While there are ongoing efforts to implement outstanding peace agreements and plans, including the Philippine National Action Plan on Women, Peace and Security, efforts are needed to promote and accelerate peace and close the gap in socioeconomic development in conflict areas. A stable community that retains its human dignity during the peace negotiation process is critical to the long-term success of peace initiatives.

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<sup>4</sup> According to the Philippine Statistic Authority Labour Survey 2017, 77 percent of the male population above 15 years of age participates in the labour force, compared to 46 percent of the female population.

### 1.3 Hunger gaps and challenges

18. Although it has abundant human and natural resources with which to address food security and nutrition issues, including through measures to mitigate, manage and respond to disasters, the Philippines continues to face a series of hunger issues and challenges. The food security and nutrition strategic review identified the following key gaps and challenges:
- Planning gaps and a lack of policy coherence among key national and local development plans.
  - Governance and service delivery gaps, where food security and nutrition governance structures are unable to transcend the overlap and fragmentation of investments and actions by various actors, both national and local.
  - Lack of resources dedicated to addressing food security and nutrition challenges and thus to achieving SDG 2.
  - Implementation gaps for national food security and nutrition programmes, particularly with respect to the breadth of coverage, targeting and sustainability.
  - Weak accountability, with the dispersion of activities related to food security and nutrition making it difficult to exact compliance under existing mechanisms.
  - Unresponsive food systems, with trade distortions, inefficient logistics, post-harvest losses and uncompetitive policies and marketing practices.
19. In addition to the challenges identified by the strategic review, the food security and nutrition situation is exacerbated by climate related risks (20–30 typhoons annually), instability such as conflict between the Government and armed insurgent groups and gender inequalities. Unequal access to employment, resources and social services and cultural practices increase the likelihood of women going hungry. In Central Mindanao, gender inequalities in access to opportunities and services result in men having significantly more opportunities to engage in activities that provide higher financial returns. The most persistent spatial disparities are also found in the ARMM, where one of the world’s longest running insurgencies prevails.

### 1.4 Key country priorities

#### *Government priorities*

20. The PDP 2017–2022, is anchored in AmBisyon 2040, which aligns well with the 2030 Agenda for Sustainable Development. The PDP 2017–2022 is the first of four medium-term plans for operationalizing AmBisyon 2040 and provides detail on the country’s development path. It features three clusters of strategic pillars (enhancing the social fabric, inequality-reducing transformation and increasing potential growth) and a cluster of crosscutting strategies or foundations for sustainable development, all of which are intended to establish “a solid foundation for more inclusive growth, a high-trust and resilient society, and a globally-competitive knowledge economy”. The PDP 2017–2022 is also based on the Philippines’ Magna Carta of Women.
21. The PDP 2017–2022 supports the SDGs, with a strong focus on SDGs 1, 2 and 17. The Government considers food security as a moral obligation to ensure available and affordable food for Filipinos. The 2018 national budget of PHP 3.36 trillion (USD 67.1 billion) has been approved, with the largest share for social services (37.8 percent), followed by the economic service sector (30.6 percent), including PHP106.9 billion (USD 2.1 billion) for agriculture, forestry and fishing.
22. The Government of the Philippines was one of the first 22 countries to conduct a voluntary national review on the SDGs. The review drew attention to the country’s aspiration to achieve food security by prioritizing the topic in the legislative agenda.

### ***United Nations and other partners***

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

## **2. Strategic implications for WFP**

### **2.1 WFP's experience and lessons learned**

24. WFP re-established its presence in the Philippines in 2006 in response to a request from the Government of the Philippines for support in the conflict-affected provinces of Mindanao, specifically Maguindanao, Lanao del Norte, Lanao del Sur, Cotabato and Sultan Kudarat. , WFP focused its support on immediate and short-term interventions to respond to food insecurity and gender inequalities in the conflict-affected communities in the ARMM, as well as on augmenting the Government's response to natural hazards as needed anywhere in the country.
25. While WFP's initial entry point focused on providing humanitarian food assistance to conflict- and disaster-affected communities, its work expanded over time to support these same communities during the transition to peace and recovery through asset creation, school feeding and supplementary feeding. Over the years, WFP has aimed to design a more targeted, gender-transformative programme; establish models of programme delivery that are holistic in nature; where possible, to coordinate programmes, projects and resources to optimize results, especially in local areas and communities, based on the results of the evaluation of protracted relief and recovery operation (PRRO) 200296, which suggested integrating disaster risk reduction and livelihood work into local plans and hazard profiling; and to introduce a more holistic approach to school meals through technical advisory work and advocacy in the areas of nutrition.
26. The inter-agency humanitarian evaluation of the level 3 emergency response to Typhoon Haiyan in 2014, as well as an evaluation of cash transfers in humanitarian contexts led by the World Bank, identified a need for all actors to improve disaster preparedness mechanisms and approaches to responding to major emergencies, especially with regard to needs assessments, response analysis, coordination and the generation of evidence. The World Bank evaluation also underscored the need for all players to harmonize approaches and to leverage and improve existing national disaster response systems. A more recent decentralised evaluation of WFP's capacity-building support relevant to disaster preparedness and climate change adaptation concluded that WFP had achieved its objective and provided relevant and sustainable support, well aligned with government policies and priorities.
27. In addition to using the national social protection and safety net programme to deliver cash-based transfers (CBTs) during emergencies, WFP has consistently engaged with various government counterparts to provide support for emergency preparedness and response through coordination, supply chain management, food security assessments and vulnerability mapping.

### **2.1 Opportunities for WFP**

28. The Philippines' relatively new Government has taken full responsibility for its development agenda and achievement of the SDGs. Recognizing this, and based on the findings of the food security and nutrition strategic review and preliminary consultations with its partners, including the Government and civil society, WFP will pursue the following strategic opportunities under this country strategic plan (CSP).

29. *Leverage current core activities for greater impact:* This opportunity draws on WFP's vast experience in supporting governments in humanitarian assistance, early recovery and development during the various natural and human-caused disasters of the last 10 years, including the ongoing conflict in Mindanao, as well as WFP's ongoing engagement and support for the National Nutrition Council on nutrition-specific, nutrition-sensitive approaches and technical assistance and support for the National Disaster Risk Reduction and Management Council (NDRRMC) for strengthening climate change adaptation and disaster risk reduction and management at the local level.
30. *Explore new strategic opportunities:* Recent consultations with the Government, as well as ARMM, suggest future opportunities for WFP to support relevant government and development partners in the implementation of the PDP 2017–2022. This will include partnership with the World Bank and the Department of Social Welfare and Development on shock-responsive safety nets and more engagement with the Department of Environment and Natural Resources on climate change adaptation, with the ARMM authorities and with the Department of Social Welfare and Development as a supply chain service provider. Similarly, the UNDAF, stronger partnerships with the Food and Agricultural Organization of the United Nations (FAO) and the United Nations Children's Fund (UNICEF) and the revitalized Scaling Up Nutrition (SUN) Movement provide WFP with increased opportunities to further shape and support gender-transformative food security and nutrition policies and programmes across sectors.
31. These opportunities put WFP in a position, together with partners, to influence peace and development in the Philippines for the benefit of women, men, girls and boys.

### **2.3 Strategic changes**

32. The CSP is informed by a country-led strategic review and builds on the decade-long engagement with the Government of the Philippines in Central Mindanao and on its responses to medium- and large-scale emergencies. The CSP aims to align WFP's activities with the PDP 2017-2022 and the ARMM Regional Development Plan 2017–2022 and to support the Government in its efforts to achieve SDG 2.
33. While food assistance should continue in the Philippines, there is an opportunity for WFP to strengthen national and local capacities to invest in and implement sustainable and gender-transformative food security programmes in the context of disaster risk reduction and climate change adaptation for peace and stability. Over the six-year CSP period, WFP will strategically position itself to phase out of direct implementation in order to focus on advocacy, capacity strengthening, service delivery and technical assistance delivery in the subsequent CSP.
34. Building on the recommendations of the food security and nutrition strategic review, WFP will emphasize enhancing local governance structures, plans and budget allocations for effective cross-sectoral collaboration and prioritization of food security and nutrition. This will include advocacy to ensure that adequate attention and resources are allocated to advancing gender equality as needed to achieve food security and nutrition goals. WFP will further support the Government in enhancing multi-sectoral coordination.

## **3. WFP strategic orientation**

### **3.1 Direction, focus and intended impacts**

35. This CSP aims to support the Philippines in achieving SDG 2 and SDG 17 by 2030. WFP will support the Government of the Philippines within the broader context of the PDP 2017–2022 and AmBisyon 2040. Specifically, for Mindanao CSP implementation will aim to contribute to overall peace and development in the region. This key shift follows consultations with the ARMM authorities and other development partners, who expressed their appreciation of the importance of food security and nutrition and its contribution to overall peace and stability. Based on the contextual analysis above, the country office will concentrate on four interrelated strategic outcomes focusing on emergency and crisis response (strategic outcome 1), reducing malnutrition (strategic outcome 2), food security and nutrition in the ARMM (strategic outcome 3) and increased adaptive capacities for managing disaster risk and climate change (strategic outcome 4). All of these strategic outcomes will incorporate cross-cutting issues to address

environmental sustainability, gender inequalities, protection and accountability to affected populations.

### **3.2 Strategic outcomes, focus areas, expected outputs and key activities**

#### ***Strategic outcome 1: Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency***

36. This strategic outcome contributes to achievement of the National Disaster Risk Reduction and Management Plan 2011–2028 goal of providing life preservation and meeting the basic subsistence needs of the affected population based on acceptable standards during and immediately after a disaster. It also supports the PDP 2017–2022 target of reaching 100 percent of individuals affected by natural hazards and man-made calamities with relief assistance.
37. WFP will maintain its capacity to address the food security and nutrition requirements of crisis-affected populations and respond to the diverse needs and priorities of women, men, girls and boys. WFP will augment and scale up the Government's crisis response activities, as appropriate, but it will not lead response efforts.
38. During implementation of this CSP, WFP will continue to provide technical assistance to the Government of the Philippines and to contribute to the design of a more hunger-preventive and gender-transformative government social protection programme that addresses the spectrum of needs before, during and after an emergency, under strategic outcome 4. WFP's direct food delivery will decrease over the period of this CSP.

#### ***Focus area***

39. This strategic outcome will mitigate the negative effects of a disaster or conflict on food security and nutrition for women, men, girls and boys. The primary focus of the activity under this outcome is to complement the Government's crisis response.

#### ***Expected outputs***

40. This outcome will be achieved through the following outputs:
  - 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.
  - 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.

#### ***Key activities***

*Activity 1: Provide unconditional nutrition-sensitive food assistance, through the Government's safety nets or partners, to crisis-affected communities following natural hazards or human-induced shocks and disruptions*

41. WFP will maintain its capacity to complement the Government's emergency response based on its experience in supporting the Government's responses to various disasters. Responses will support the existing social protection programmes of the Department of Social Welfare and Development and will include, as appropriate, augmentation of the Government's in-kind food distributions, CBTs, short-term early recovery activities, emergency school meals and the provision of specialized nutritious food, coupled with key health and nutrition messages on topics such as infant and young child feeding practices. WFP will continue to advocate for improved nutritional content of the family food package and to address the physiological requirements of pregnant and lactating women and girls, as well as children aged 6–59 months.
42. WFP's assistance will take into account overall social conditions and protection concerns, as well as the particular needs of persons with disabilities. WFP's response will address gender inequalities in line with the Philippines' Harmonized Gender and Development Guidelines as they relate to disaster risk reduction and management.

43. WFP supports the NDRRMC and collaborates with the Office of Civil Defense (OCD), the Department of Social Welfare and Development, the Department of Health, the Department of Education and other line agencies as appropriate, United Nations agencies, non-governmental organization (NGO) partners and the private sector. WFP will support the Department of Social Welfare and Development as the lead for the food and non-food items cluster and the emergency telecommunications cluster and OCD as the lead for the logistics cluster. In addition, WFP will engage with the humanitarian country team's structures for the food security, emergency telecommunications, logistics and protection clusters and will continue to invest in minimum preparedness actions to assure readiness.

***Strategic outcome 2: 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***

44. This strategic outcome supports national efforts to reduce levels of childhood stunting and wasting and to reduce micronutrient deficiencies to levels below public health significance, as laid out in the Philippine Plan of Action for Nutrition 2017–2022. The plan of action was developed as an integral part of the PDP 2017–2022 and factors in SDG 2 and the country's commitments to the World Health Assembly.
45. During implementation of this CSP, WFP will focus on institutional support and evidence generation in anticipation of the phase-out of all operational activities in future CSPs. WFP's approach will gradually shift from direct implementation to supporting the Government in bringing evidence-based programmes and solutions to scale.
46. This strategic outcome builds on the nutrition work that WFP has done and relationships it has developed to firmly establish its role in contributing to the nutrition agenda in the Philippines. It also contributes to SDG target 2.2 and WFP Strategic Result 2.

***Focus area***

47. Under this outcome, WFP aims to address the underlying causes of childhood malnutrition, which include unresponsive food systems, insufficient institutional capacities, inadequate legislation (e.g., national school feeding programme), poor coordination, lack of accountability and the convergence of nutrition and gender inequalities.

***Expected outputs***

48. This outcome will be achieved through the following outputs:
- 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.
  - 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.

***Key activities***

*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*

49. Building upon its global technical expertise, WFP will provide analysis, including gender analysis, with key partners on the nutrients missing from the Filipino diet and the underlying social, behavioural and market obstacles to access to an age-specific nutritious diet and will advise on cost-effective strategies to address the gaps identified. Based on the findings, WFP will support the Government and counterparts in making recommended amendments to legislation, policies and programme strategies. Possible entry points include the partnership against hunger, school meals programmes, social protection programmes and the agriculture and health systems.
50. WFP will establish an evidence-based model for reducing malnutrition in areas where access to age-appropriate diets is compromised. WFP will provide monthly specialized nutritious food to

PLWG and children aged 6–23 months alongside regular health services in the ARMM, and will invest in comprehensive documentation of lessons learned to inform other programmes. PLWGs and other child-caregivers will participate in nutrition education and messaging that highlights joint responsibilities, while health service providers will participate in activities aimed at strengthening their capacity to provide gender-equality and age-specific nutrition messaging and growth monitoring.

51. WFP will assist in reviewing challenges and opportunities in the food system, including the supply chain for specialized nutritious foods, and, together with the private sector and civil society, in identifying the most cost-effective and equitable approach to addressing the nutritional needs of the most vulnerable, in particular during the first 1,000 days of life. This will take into account various contexts, including humanitarian, and links to strategic outcomes 1 and 4. Local foods, fortified staples and fortified specialized foods will be used as appropriate and as stipulated in a procurement strategy.
52. Recognizing the need to strengthen the critical linkages between various sectors, WFP will emphasize support for the Government of the Philippines at the national level and in the ARMM in increasing the coherence of and aligning programmes and plans. WFP will engage with its traditional partners such as the Department of Agrarian Reform, the Department of Education, the Department of the Interior and Local Government, the Department of Health, the Department of Social Welfare and Development and the National Economic and Development Authority and with civil society organizations and the SUN network to encourage a solid multi-sectoral approach to nutrition. In order to foster private sector engagement, WFP will support the establishment of an in-country SUN business network.

***Strategic outcome 3: Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets***

53. Under this strategic outcome, WFP will support the implementation of the Government's strategic framework for peace and development in Mindanao, the National Action Plan on Women, Peace and Security, the development priorities of the Mindanao Development Authority and the ARMM Regional Development Plan 2017–2022 in order to improve food security and nutrition security in the conflict-stricken part of the country.
54. During the implementation of this CSP, WFP will build on its longstanding relationships, in particular with the ARMM authorities, and shift from direct delivery towards the strengthening of plans, structures and capabilities of regional and local institutions. The ARMM is the poorest region in the country, challenged by armed conflict, natural hazards and persistent gender inequalities, with a poverty incidence of 53 percent, a stunting rate of 45 percent, and an education sector that lags behind on all performance indicators.
55. This strategic outcome will contribute to the achievement of SDG target 17.9 and WFP Strategic Result 5, as well as SDG 5 and SDG 16. It has synergies with capacity support to enhance disaster risk reduction and management and climate change adaptation under activity four. The outcome also supports the achievement of SDG 2 targets 2.1 and 2.2 and closely links with activities supporting crisis response and malnutrition reduction, in the latter case particularly in terms of multi-sectoral coordination for supplementary and school-based feeding.

***Focus areas***

56. Under this outcome, WFP will focus on building the resilience of individuals, households and communities by addressing inequalities, coherence and capacity gaps in the implementation and monitoring of regional poverty reduction plans and programmes and by fostering convergence.

***Expected outputs***

57. This outcome will be achieved through the following output:
  - 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.

**Key activities**

*Activity 3: 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*

58. WFP will focus its work with the ARMM on a gender-transformative process model for food security and nutrition, from inception to completion of inclusive community-based projects. This will be achieved through enhanced participatory and beneficiary-centred, multisector planning and implementation of government programmes, with limited direct implementation by WFP. WFP will provide technical assistance with an overall focus on peacebuilding, taking into account gender inequalities, gaps in climate change adaptive capacities, environmentally sustainable land use and seasonality.
59. For demonstration purposes and later integration into local investment plans, including application of gender-responsive planning and budgeting for food security and nutrition, WFP will provide small-scale direct food assistance in support of community-based initiatives such as gender-transformative school feeding and asset creation initiatives, with particular focus on expanding the roles and decision-making of women in the value chain. WFP will, however, shift to working primarily with communities in seeking access to support through the various government peace, poverty-reduction and social-protection initiatives. As applicable, WFP will also help identify and create linkages to larger projects funded by development partners to enhance nutrition sensitivity in support of achieving the targets of the Philippine Plan of Action for Nutrition 2017–2022.
60. At the regional level, WFP will invest in enhanced food security and nutrition analysis and monitoring that is gender-responsive and takes into account vulnerable groups, including persons with disabilities. WFP will assist the Government in overall capacity development, including in relation to food security analysis and monitoring, by designing a comprehensive development plan and enhancing the Government's ability to implement the plan, with the ultimate objective of zero hunger.

**Strategic outcome 4: National and local governments have enhanced capabilities to reduce vulnerability to shocks by 2022**

61. Under this outcome, WFP will support the Government in reaching its PDP 2017–2022 goals of providing universal and transformative social protection for all Filipinos and increasing the adaptive capacities and resilience of ecosystems. WFP will assist in the implementation of the Climate Change Adaptation and Mitigation and Disaster Risk Reduction Roadmap for 2018-2022, with particular focus on food security and nutrition.
62. This strategic outcome represents a convergence of current activities to develop an integrated and holistic approach to building the resilience of communities and the local and national system response to emergencies. Building on the recommendations of the World Humanitarian Summit and in line with the findings of the food security and nutrition strategic review, WFP will shift from the fragmented activities conducted in past years towards a focus on results, to support the Government's efforts to increase the adaptive capacities of individuals, households and communities and implement gender-transformative mitigation measures to prevent the deterioration of food security and nutrition.
63. Activities under this strategic outcome build further on WFP's experience in supporting the Government in preparing for and responding to large- and medium-scale disasters. As the logistics cluster lead, WFP will augment and strengthen the national disaster response cluster coordination mechanisms in relation to supply chain management and will progressively phase out direct service delivery.

**Focus area**

64. This outcome focuses on building the resilience of vulnerable communities and institutions to future crises and shocks through capacity strengthening activities. It addresses governance challenges, service delivery gaps, unresponsive food systems and climate-related and other shocks.

***Expected outputs***

65. This outcome will be achieved through the following outputs:
- Vulnerable people affected by climate change or other natural and human-caused disasters benefit from the operationalizing of local and national government 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.
  - 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.

***Key activities******Activity 4: Support national and local capacities for disaster risk reduction and management and climate change adaptation***

66. Supporting climate- and disaster-resilient communities requires investing in the adaptive capacities of vulnerable communities and individuals, supporting environmentally-sound natural resource management, ensuring a robust food supply and distribution chain, providing access to climate and natural hazard information and strengthening institutional capacities. WFP will support vulnerable municipalities in provinces that are highly food insecure and exposed to natural hazards by increasing their disaster risk reduction and management (DRRM) capacities. This activity is aimed at establishing fully functional local DRRM offices with the ability to prepare for, mitigate and respond to natural hazards and prevent the deterioration of food security and nutrition in an inclusive and gender-transformative manner.
67. WFP will invest in timely and contextual early warning and the financing of shock-responsive safety nets at the national level. This will include the strengthening of national capacities to better link and use meteorological forecasting information for emergency preparedness ahead of disasters. WFP will support the building of local emergency infrastructure, flood mitigation activities and coastal and water resource management and explore how activities might be made more nutrition sensitive. WFP will work with communities to assure that their local DRRM and climate change adaptation plans adequately address the diverse food security and nutrition needs and priorities of women, men, girls and boys. At the national level, WFP will work with the NDRRMC to improve food security and nutrition analysis prior to and after occurrence of a shock, including by systematizing gender and age analysis, and to ensure that the analysis translates into an adequate, equitable and timely response. All activities will take into account gender issues arising from implementation, with special attention paid to persons with disabilities. WFP will build on previous engagement with the Government, emphasizing the link between early warning, early action and financing in an attempt to influence policymaking.

***Activity 5: Strengthen and augment the Government's and partners' emergency preparedness and response capacities to include supply chains and emergency telecommunications***

68. WFP will augment and strengthen the OCD-led supply chain management component of national emergency coordination mechanisms to progressively reduce the level of direct service delivery by WFP. During the implementation of the CSP, WFP will initiate support for the development of a disaster preparedness and response supply chain roadmap. In addition, WFP will ensure that the disaster supply chain management curriculum is progressively incorporated into DRRM policies and that human capacities are strengthened.
69. WFP will further engage in working with NDRRMC to ensure resource mobilization support in terms of availability, reliability and timeliness by leveraging rapidly growing private sector capabilities in a socially just manner that promotes equality of outcome.

70. WFP will also provide direct technical support to the national coordination mechanism in the logistics, emergency telecommunications and food security clusters, with the aim of reinforcing national capacities to respond to natural hazards and human-caused emergencies in an inclusive manner.

### **3.3 Transition and exit strategies**

71. WFP will maintain its focus on SDG 2 and continue to advocate with the national and regional governments the integration of food security and nutrition concerns throughout their development agendas. The CSP is designed to allow WFP to support the Government of the Philippines in achieving SDG 2 and to exit as soon as that goal is achieved. This CSP is the first of up to three CSPs aligned with the current and future PDPs and with the Philippines' goal of achieving its AmBisyon 2040. Each CSP will build on the previous one and will be strategically linked to the Government's priorities and objectives as the situation evolves, with diminishing structural inequalities and clear milestones for handover.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

72. Under this CSP, WFP will target beneficiaries directly (tier 1) under activities 1, 2 and 3, while the wider population (tier 3) will benefit from improved policies and programmes under activities 2, 3, 4 and 5.
73. During crisis response, WFP will identify men, women, boys and girls jointly with the Department of Social Welfare and Development and local authorities. The selection will be informed by gender equality and protection considerations and the Disaster Assistance Family Access Card system. For cash-based support, WFP will rely to a large extent on the Government's social protection targeting system, which includes poor and, more recently, nearly poor families. WFP will work with partners, including UNICEF, to support the national targeting system as the need arises. There will be a blanket approach to preventing malnutrition among boys and girls aged 6–59 months and PLWG.
74. In the ARMM, WFP will primarily support the local authorities in food security and nutrition vulnerability analysis and targeting. In poor and at-risk communities, where local financial resources are limited, WFP will target all PLWG, children aged 6–23 months and pre-and primary-school-age children through school meals and supplementary feeding.
75. In the same communities in the ARMM, WFP will also support asset creation interventions, applying WFP's three-pronged approach. According to selection criteria jointly agreed in advance, beneficiary selection will be carried out by local community committees composed of representatives from different sectors, with equal representation of women and men. The country office uses SCOPE<sup>5</sup> as a beneficiary management system.

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<sup>5</sup> SCOPE is WFP's beneficiary identity and benefit management system. SCOPE is used to manage beneficiary identities, targeting criteria and entitlements and to integrate them into distribution cycles and instructions. It can be scaled and adjusted to any intervention and context and works in context with or without connectivity thanks to its online and offline capabilities. SCOPE supports all WFP transfer modalities, including cash-based transfers (value vouchers or cash), in-kind transfers and commodity vouchers, and allows the registration of beneficiaries with biometrics; this reduces duplicate identities and assures that assistance is provided to the right person.

Strategic outcome	Activity	Women and girls	Men and boys	Total
1	General food distribution	9 800	10 200	<b>20 000</b>
	Cash-based transfer	9 800	10 200	<b>20 000</b>
	Blanket supplementary feeding (PLWG)	940		<b>940</b>
	Blanket supplementary feeding (children aged 6–59 months)	1 170	1 260	<b>2 430</b>
2	Supplementary feeding (PLWG)	8 000		<b>8 000</b>
	Supplementary feeding (children 6–23 months)	5 800	6 200	<b>12 000</b>
3	School-based feeding	21 700	23 300	<b>45 000</b>
	Asset creation	9 800	10 200	<b>20 000</b>

## 4.2 Transfers

### *Food and cash-based transfers*

	Strategic outcome 1				Strategic outcome 2		Strategic outcome 3	
Activity	1				2		3	
Beneficiary type	Tier 1	Tier 1	Tier 1	Tier 1	Tier 1	Tier 1	Tier 1	Tier 1
Modality	General food distribution	CBTs	Supplementary feeding - PLWG	Supplementary feeding - children aged 6–59 months	Supplementary feeding - PLWG	Supplementary feeding - children aged 6–23 months	Food assistance for assets	School meals
Cereals	333						333	150
Specialized nutritious food	30		92	92	50	20		
Total kcal/day	1 199		492	492	275	108	1 199	150
% kcal from protein	32		19	19	10	4	32	15
% kcal from fat	3		53	53	28	11	3	1
Cash (USD/person/day)		0.27						
Number of feeding days	30	30	30	30	360	360	90	160

<b>TABLE 3: TOTAL FOOD AND CBT REQUIREMENTS AND VALUE</b>		
<b>Food type/CBTs</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	4 227	1 962 340
Pulses	0	0
Oil and fats	0	0
Mixed and blended foods	513	1 590 300
Other	0	0
<b>Total (food)</b>	<b>4 740</b>	<b>3 552 640</b>
CBTs		800 000
<b>Total (food and CBT value)</b>	<b>4 740</b>	<b>4 352 640</b>

76. To fill gaps in food requirements, WFP has previously provided in-kind food and CBTs to vulnerable people in Central Mindanao and in response to disasters anywhere in the country. Both modalities of assistance have contributed to fulfilling WFP's objective of improving target groups' food consumption score and dietary diversity. Nonetheless, under the CSP framework, WFP will update the relevant needs assessments and response analyses to reassess transfer modalities and determine the most appropriate modalities for women, men, girls and boys.
77. Food assistance in Central Mindanao is conditioned on participation in work related to the creation or rehabilitation of community assets or improvements to the food value chain. Seasonal livelihood programming and community-based participatory planning carried out with local government units and community members will determine the most suitable and sustainable projects, taking into account the specific needs and interests of women (particularly women heads of household), men, girls and boys. Where possible, WFP will link to existing government programmes and only provide transfers to complement the initiatives of the local authorities. Environmental screening will ensure that asset creation activities are designed in an environmentally sound way and that any potential risk for the environment is avoided or mitigated.
78. WFP contributes rice to a school meals menu that offers a balanced diet of foods sourced from local communities, including vegetables, fruits and, in some cases, poultry or dairy products. WFP will further assess the possibility of providing iron-fortified rice and/or complementing the meals with micro-nutrient supplements.
79. PLWG and children aged 6–23 months will receive recommended specialized nutritious food. WFP will continue working with local technology adapters to support communities in purchasing in-country and in a manner that addresses economic inequalities.
80. WFP will mainstream gender and protection considerations, including the risks of gender-based violence and consideration of the needs of persons with disabilities in all food and cash-based transfers. This will include the monitoring of food security and nutrition concerns in community gender and development plans.

#### ***Capacity strengthening including South–South cooperation***

81. Capacity strengthening in the area of social protection is cross-cutting through all the activities. WFP will support the revision of the social protection framework in the country, aiming to introduce a nutrition focus and enhance shock responsiveness. The country's disaster risk reduction framework builds on the protective services of the welfare system, and the sector is assigned to lead humanitarian responses to both natural and human-caused disasters. WFP will focus on needs assessments, the scale-up of CBTs and the food supply chain.

82. Despite continuous economic growth at the macro level, the Philippines ranked 71st out of 160 countries on the World Bank Logistics Performance Index in 2016, down from 44th out of 155 countries in 2010 and trailing behind other ASEAN middle-income nations such as Viet Nam and Indonesia. This situation reflects behind the relatively low level of development of supply chain solutions across the country, which remain very centralized.
83. WFP will bring its expertise to bear in providing DRRM support to the national and regional governments, in line with the Philippine Multimodal transportation and logistics industry roadmap, on a national master plan for supply chain and logistics; establishment of a nationwide skills development training programme; and compliance with international standards and agreements and an effort to streamline logistics-related policies implemented by various government agencies. In this way, WFP will contribute to improving the ability of national actors to prepare for and respond to natural disasters in the areas of logistics, supply chains and emergency telecommunications.
84. WFP will foster South–South cooperation based on the Philippines’ experience by promoting initiatives within ASEAN’s logistics community of practice. WFP has been working with the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre), supporting the development of its disaster assistance logistics roadmap, which links to the national plan proposed for the Philippines with immediate learning exchanges in supply chain planning, national curriculum development and sharing of good practices.

### **4.3 Supply chain**

85. The Philippines is a large archipelago with numerous international ports of entry. The quality of logistics services at the national level is fair, and WFP maintains long-term agreements with a variety of contractors to ensure timely food delivery. However, poor infrastructure and a highly volatile environment reduce the availability and reliability of contractors, particularly in the ARMM, and alternative arrangements negatively affect costs and lead times.
86. Thanks to sustained support from strategic donors, WFP has maintained the capacity to respond to emergencies with pre-positioned stocks of food and equipment available to complement the Government’s crisis responses. During CSP implementation, this contingency component will evolve toward a more inclusive partnership with national counterparts, within the framework of a comprehensive gender-transformative national capacity strengthening component based on lessons learned from the Typhoon Haiyan response that operationalizes the gender equality, disability and youth focus of the Sendai Framework for Disaster Risk Reduction 2015–2030.
87. The majority of food procured under this CSP will be rice from the international market, which WFP has sourced in the region at affordable rates. The South-East Asia market offers fairly short lead times and good value for money compared to local markets, which are highly regulated and maintain high prices for rice, a strategic cereal in-country.
88. Specialized nutritious foods will be procured internationally until local supplies meeting WFP quality standards are available at competitive prices.
89. Similar to the Inter-Agency Standing Committee’s logistics cluster approach, the Government of the Philippines has adapted and institutionalized national coordination structures, which are co-led by national authorities and international partners. OCD leads the logistics cluster, with WFP as co-leadeader. As the logistics provider of last resort, WFP will continue to provide logistics services to the Government and the broader humanitarian community under this mechanism.
90. Service level agreements are also in place with other humanitarian partners, making WFP a service provider of choice for transport, warehousing, field operations support, information management and training delivery.

#### 4.4 Emergency telecommunications

91. While there are relatively good communication networks through local providers in metropolitan areas, there is poor infrastructure in rural areas across the archipelago. The nature of the natural hazards makes all fixed communication networks inherently vulnerable, which is recognized by the Government and WFP and was confirmed in lessons learned from the Typhoon Haiyan response. This fact, combined with the frequency of natural disasters, means that there is a direct need to ensure independent emergency telecommunications readiness at all times across the country.
92. Thanks to support from strategic donors, WFP has been able to strengthen the emergency telecommunications systems in some of the most emergency-prone local government units to complement the Government's crisis response. During CSP implementation, this contingency component will evolve toward a more inclusive partnership with national counterparts, with the aim of increasing emergency telecommunications readiness.
93. The Department of Social Welfare and Development leads the emergency telecommunications cluster, with WFP as a co-leader. In the event of an international assistance request, WFP will automatically be called upon to activate its response. As the emergency telecommunications provider of last resort, WFP will continue to provide emergency telecommunications services to the Government and the broader humanitarian community under this mechanism.

#### 4.5 Partnerships

94. WFP will engage with government donors, international financial institutions, private sector entities, academia, NGOs and other United Nations agencies to mobilize funds and gain access to technical knowledge and skills to support the strategic outcomes and related activities. Furthermore, in line with SDG 2 and SDG 17, WFP will work with both strategic and operational partners to ensure protection and advance gender equality for improved food security and nutrition in the communities assisted.
95. WFP's main partners in providing support for the relief-to-resilience continuum in conflict- and disaster-affected communities and capacity-building in disaster-prone areas of the country have been the Department of Social Welfare and Development and the ARMM government. WFP will build on its relationships with them during the implementation of this CSP but will also expand its partnerships with other key line ministries such as the Department of Agriculture, the Department of Agrarian Reform, the Department of Environment and Natural Resources, the Department of Education, the Department of the Interior and Local Government, the Department of Health, OCD, the Philippine Commission on Women and the relevant cabinet clusters and multi-sectoral coordination bodies (NDRRMC and the National Nutrition Council) to address SDG 2. WFP is exploring the possibility of setting up an inter-agency commission for food security and nutrition, and will continue to work with the legislative branch of the Government. WFP expects to support these government agencies through technical assistance except when project implementation is requested by the Government. WFP will continue the implementation of pilot projects for key activities, mainly related to cash-based transfers and school meals.
96. WFP will ensure that there is coordination and will establish operational partnerships with United Nations agencies, particularly with FAO on food security and livelihoods and with UNICEF and WHO on the reduction of chronic malnutrition.
97. WFP's relationships with NGOs and private foundations range from subcontracting services to strategic partnerships such as those with Save the Children and the Philippine Disaster Relief Foundation. In terms of the private sector, beyond mobilizing resources, WFP will aim to enhance the availability of fortified nutritious food and will advocate for the creation and strengthening of public-private partnerships to advance food security and nutrition.

98. In addition to the partners specifically discussed under the strategic outcomes above, WFP will partner with civil society and the technical cooperation agencies of various donors. On crosscutting themes, WFP will have special coordination arrangements, such as with the Office of the United Nations High Commissioner for Refugees (UNHCR) with regard to protection and with the Gender and Development Network and the Philippine Commission on Women with regard to gender.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

99. The country office will develop a gender-responsive monitoring, review and evaluation plan in line with the WFP corporate results framework. In coordination with vulnerability analysis and mapping, a baseline, midline and endline food security and nutrition survey will be conducted in targeted municipalities, taking into consideration issues and indicators relevant to persons with disabilities. Whenever possible, data collection and monitoring will be undertaken jointly with government and United Nations partners. WFP will take UNDAF targets and indicators into consideration and adjust its monitoring plan accordingly.
100. Funds will be allocated for staff to monitor the progress of activity implementation. Given the focus on capacity strengthening, WFP will rely on the most up-to-date corporate tools to monitor the progress and outcome of capacity strengthening activities and technical assistance, with the support and guidance of the regional bureau and headquarters. In case of limited access due to security issues, WFP will use cooperating partners that are experienced in data collection and monitoring and knowledgeable about the geographic area of intervention in terms of gender, cultural sensitivities, geography and language. The country office will maximize the use of technology for remote monitoring whenever possible.
101. Regular reports will be produced and discussions will be organized to communicate with all stakeholders regarding results and challenges in activity implementation, to address issues and to take any necessary corrective actions. Progress in responding to previous evaluation findings and recommendations will be regularly monitored and updated to ensure that corrective actions are taken. A yearly review will be conducted in order to harvest good practices and lessons learned and provide feedback to management as a basis for possible implementation adjustments. Halfway through the term of the CSP, WFP will conduct a mid-term review to inform management on the progress of the activities and to serve as the basis for any necessary adjustments. A decentralized evaluation of strategic outcome 4 will be conducted in 2021 to inform eventual adjustments to the strategic orientation of the capacity strengthening activity under the CSP. The results of the decentralized evaluation will inform the development of the next CSP. A country portfolio evaluation managed by the WFP Office of Evaluation will be conducted at the end of the CSP implementation period. Funds will be allocated for the decentralized evaluation, country portfolio evaluation and mid-term review.

### **5.2 Risk management**

102. WFP's activities in the Philippines are guided by preparedness and risk mitigation actions. Risks are regularly assessed, evaluated and mitigated to the extent possible, based on the probability of their occurrence.

#### ***Contextual risks***

103. The security situation in Mindanao is volatile, especially in ARMM areas; a peace agreement is in place, but it is fragile. WFP will monitor the situation continuously and strictly adhere to security protocols put in place by the United Nations Department of Safety and Security and comply with United Nations minimum operating security standards to ensure staff safety and security.
104. There is also a high likelihood of natural disaster. The CSP provides WFP with the ability to respond swiftly when requested. In addition, WFP seeks to mitigate the effects of shocks by building communities' resilience and the country's disaster risk management system. At the same time, there is a high probability that development activities will be disrupted and that resources

and attention will be diverted from the development agenda. WFP will continue to follow a robust emergency preparedness and response strategy in order to be in a position to respond rapidly while staying focused on the implementation of non-emergency activities.

105. Challenges resulting from discriminatory sociocultural norms that restrict access to services, assets and opportunities for women and girls will be dealt with through increased community involvement, gender-transformative policies and programming and the application of the Government's gender and development guidance.

#### *Programmatic risks*

106. WFP relies on the Government maintaining its commitments and priorities. Changes in Government and turnover of government staff, however, particularly at the regional, provincial and local levels, reduce the effectiveness of capacity strengthening. WFP will mitigate the risk of this happening by integrating government commitments to SDG 2 into local development and investment plans and by entering into relevant agreements and capacity strengthening activities.
107. Operational risks associated with food and cash-based transfers, including protection risks, will be addressed through regular assessments and monitoring. Complaints and feedback mechanisms will be reviewed and strengthened as required to ensure safe access by all stakeholders, validate targeting, ensure appropriate conduct, track efficient utilization of resources and address grievances and reports.
108. There is a major risk that sufficient funding will not be secured. WFP will mitigate this risk by constantly working with donors and strengthening and updating its resource mobilization strategy. WFP will consider joint programmes where viable, and will work with other partners, expand the funding base to include non-traditional donors such as private sector entities and international financial institutions and seek opportunities for funding from countries with strong political ties to the Philippines.

#### *Institutional risks*

109. WFP will minimize institutional risks such as misappropriations and cash losses by adhering to its procurement and financial rules, sensitizing cooperating partners to its financial regulations, assessing financial service providers and informing beneficiaries of their entitlements and delivery mechanisms. WFP will establish innovative systems, such as a system for resolving issues rapidly and a beneficiary feedback mechanism, to facilitate quick resolution of any incidents. Maintaining an effective human resource system and policies will mitigate risks related to staff recruitment and assignment. WFP will assess staff readiness in the light of evolving priorities and address capacity gaps through training and support provided by the regional bureau and headquarters.

## **6. Resources for results**

### **6.1 Country portfolio budget**

<b>Strategic outcome</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Total</b>
1	807 088	957 754	1 043 720	956 117	1 143 368	106 198	<b>5 014 244</b>
2	808 218	1 767 765	1 375 419	851 870	839 559	270 863	<b>5 913 694</b>
3	1 186 188	2 258 415	1 377 253	1 014 904	780 299	391 795	<b>7 008 854</b>
4	1 081 717	2 737 799	2 972 106	3 507 612	3 449 346	1 348 125	<b>15 096 705</b>
<b>Total</b>	<b>3 883 210</b>	<b>7 721 733</b>	<b>6 768 498</b>	<b>6 330 504</b>	<b>6 212 572</b>	<b>2 116 981</b>	<b>33 033 498</b>

## **6.2 Resourcing outlook**

110. The total budget for the CSP is USD 33 million. The strategic outcomes are in line with donor interests and offer opportunities for resource mobilization. WFP is currently presenting the CSP to development partners and identifying focus areas that match donor objectives. Based on historical trends, the country office considers that there is potential for funding from past donors for disaster preparedness augmentation, capacity strengthening and emergency contingency activities, from the private sector for school meals programmes and from climate financing mechanisms. Support for the Mindanao region, particularly in relation to the armed conflict in Marawi, resulted in additional funding to WFP during the response phase and is expected to continue to attract contributions during the recovery phase. Resource management will include the application of the WFP commitment that, as of 2020, 15 percent of total project costs should be allocated to gender equality activities.

## **6.3 Resource mobilization strategy**

111. The goal of the country office is to secure predictable, flexible, multi-year funding for the implementation of the CSP. Given the middle-income country status of the Philippines, the country office is actively seeking contributions from the Government. The country office will continue to develop strong linkages with the local private sector, particularly WFP's global partners with a presence in the country, and with private foundations.

## ANNEX I

## LOGICAL FRAMEWORK FOR PHILIPPINES COUNTRY STRATEGIC PLAN

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Crisis-affected people in the Philippines are able to meet their food and nutrition needs during and immediately after an emergency**

Outcome category:  
Maintained/enhanced individual and household access to adequate food

nutrition  
sensitive

Focus area: crisis response

Assumptions:

Government is receptive on WFP support

No pipeline breaks and resource shortage is experienced

Funding is available and no security issues experienced

**Outcome indicators**

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Food Consumption Score

Food Expenditure Share

## Activities and outputs

### **1. Provide unconditional nutrition-sensitive food assistance, through the Government's safety nets or partners, to crisis-affected communities following natural hazards or human-induced shocks and disruptions (Unconditional resource transfers to support access to food)**

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)

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 (B: Nutritious foods provided)

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)

## **Strategic Objective 2: Improve nutrition**

### **Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 2: 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.**

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: root causes

#### Assumptions:

No major outbreak of disease.

Complementary resources available from partner agency.

Funding is available and no security issues experienced.

**Outcome indicators**

Minimum Dietary Diversity – Women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Zero Hunger Capacity Scorecard

**Activities and outputs****2. Provide direct and technical assistance, build evidence and advocate to ensure adequate and healthy diets, through nutrition-specific and -sensitive multiple sectoral responses for most vulnerable groups. (Institutional capacity strengthening activities)**

Targeted PLWG, girls, boys and care providers (including men) receive social behavior change communication and appropriate nutritious food, improved their knowledge, attitudes and practices regarding nutrition and are effectively linked to services from other sectors. (A: Resources transferred)

Targeted PLWG, girls, boys and care providers (including men) receive social behavior change communication and appropriate nutritious food, improved their knowledge, attitudes and practices regarding nutrition and are effectively linked to services from other sectors. (B: Nutritious foods provided)

Targeted PLWG, girls, boys and care providers (including men) receive social behavior change communication and appropriate nutritious food, improved their knowledge, attitudes and practices regarding nutrition and are effectively linked to services from other sectors. (E: Advocacy and education provided)

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: Capacity development and technical support provided)

**Strategic Goal 2: Partner to support implementation of the SDGs****Strategic Objective 4: Support SDG implementation****Strategic Results 5: Countries have strengthened capacity to implement the SDGs****Strategic outcome 3: Vulnerable communities in Mindanao have improved food security and nutrition by 2022 in line with government targets.**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

**Assumptions:**

These activities are planned with the government. Changes in plans, procurement processes and cooperation of LGUs may have an impact on accomplishments and resources

Government counterpart is available to implement the activities.

Government had shown interest and are willing to use findings to improve the food security situation of the country.

Funding is available and no security issues experienced.

**Outcome indicators**

Zero Hunger Capacity Scorecard

## Activities and outputs

### **3. 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. (Institutional capacity strengthening activities)**

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)

#### **Strategic outcome 4: National and local government agencies have enhanced capabilities to reduce vulnerability to shocks by 2022.**

Outcome Category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

#### Assumptions:

These activities are planned with the government and receptive to the assistance

Government counterpart is available to implement the activities.

Funding is available and no security issues experienced.

#### Output indicators

Emergency Preparedness Capacity Index

## Activities and outputs

### **5. Strengthen and augment government and partners' emergency preparedness and response capacities to include supply chains and emergency telecommunications (Institutional capacity strengthening activities)**

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)

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. (H: Shared services and platforms provided)

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. (M: National coordination mechanisms supported)

### **4. Support national and local capacities for disaster risk reduction and management and climate change adaptation (Institutional capacity strengthening activities)**

Vulnerable people affected by climate change or other natural and human-caused disasters benefit from the operationalizing of local and national government 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)

**Strategic Goal 1: Support countries to achieve zero hunger****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

## ANNEX II

<b>INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)</b>					
	<b>Strategic result 1/ SDG target 2.1</b>	<b>Strategic result 2/ SDG target 2.2</b>	<b>Strategic result 5/ SDG target 17.9</b>	<b>Strategic result 5/ SDG target 17.9</b>	<b>Total</b>
	<b>Strategic outcome 1</b>	<b>Strategic outcome 2</b>	<b>Strategic outcome 3</b>	<b>Strategic outcome 4</b>	
Transfer	3 748 550	3 635 807	4 353 213	8 982 285	<b>20 719 855</b>
Implementation	61 352	892 223	1 026 642	2 282 205	<b>4 262 422</b>
Adjusted direct support costs	898 309	1 024 734	1 201 229	2 910 820	<b>6 035 092</b>
Subtotal	4 708 211	5 552 765	6 581 084	14 175 310	<b>31 017 369</b>
Indirect support costs (6.5%)	306 034	360 930	427 770	921 395	<b>2 016 129</b>
<b>Total</b>	<b>5 014 244</b>	<b>5 913 694</b>	<b>7 008 854</b>	<b>15 096 705</b>	<b>33 033 498</b>

**Acronyms used in the document**

ARMM	Autonomous Region in Muslim Mindanao
ASEAN	Association of Southeast Asian Nations
CBT	cash based transfer
CSP	country strategic plan
DRRM	disaster risk reduction and management
FAO	Food and Agricultural Organization of the United Nations
GDP	gross domestic product
MDG	Millennium Development Goal
NDRRMC	National Disaster Risk Reduction and Management Council
NGO	non-governmental organisation
OCD	Office of Civil Defense
PDP	Philippine Development Plan
PLWG	pregnant and lactating women and girls
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund