



**WFP EVALUATION**

# **Country Strategic Plan Evaluations at WFP**

## **OBJECTIVES AND METHODOLOGY**

October 2023

Round Table on Evaluation

WFP  
World Food Programme

SAVING LIVES  
CHANGING LIVES

# Evaluation objectives

- People we serve
- Host governments
- Member states
- Donors
- Senior management



- Evidence on results
- Lessons for the future
- Inform new CSP design

# Evaluation methodology

## HOW?

- **Theory-based**
- **Mixed methods**
- **Gender equality & inclusion e.g. disability**
- **OECD-DAC criteria**



## WHAT?

- Document review
  - Quantitative data
    - Key informant interviews
    - Focus group discussions
  - Surveys or e-surveys
- Field site observations





**WFP EVALUATION**

# Evaluation of Cambodia WFP Country Strategic Plan 2019-2023

October 2023

Round Table



World Food Programme

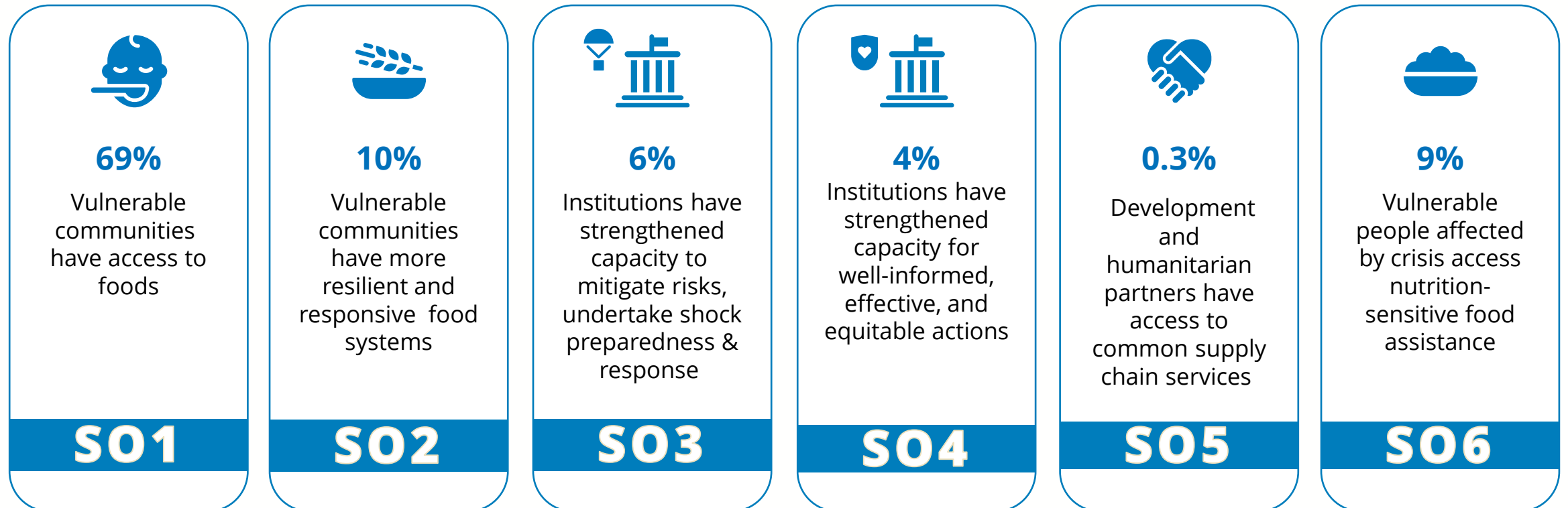
SAVING  
LIVES  
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LIVES

# WFP CSP 2019-2023

**Strategic shift:** From activity implementation to strengthening national capacities & scalable programme models

## Six Strategic Outcomes

(% of needs-based plan as of December 2022 Budget Revision 05)



# FINDINGS

# Relevance & strategic positioning focus



Well aligned with national priorities; strategy & programme frameworks



Relevant to the needs of the most vulnerable in Cambodia



Externally coherent and aligned (UN priorities)



Adaption to evolving context and changing needs

# Contribution to strategic outcomes

## SOCIAL PROTECTION PILLAR



**SO1 school feeding:** successfully implemented - though capacity gaps remain



**SO6 emergency response:** Strong foundation for WFP as Government partner in social protection – but delays

## INTEGRATED RISK MANAGEMENT PILLAR



**SO2 development of resilient food:** systems supported through disaster risk management projects – but coping capacity improvement targets not met



**SO3 risks & shock preparedness and response:** WFP as main Government partner in building a shock-responsive social protection framework



**SO5 supply chain services:** demand fulfilled, but lacked comprehensive analysis of demand

## FOOD SECURITY AND NUTRITION PILLAR



**SO4 food security and nutrition:** Broader than anticipated contribution – but role not captured through corporate indicators



# Integration of cross cutting issues



**Country capacity strengthening** - limited evidence to assess contribution to long-term changes - new corporate tools and indicators being developed



**Gender & protection** - insufficient programmatic integration, but recent effort/investment in gender research & training



**Accountability to Affected Population** - increased attention, but activities not conducted under an overall AAP framework



**Humanitarian Principles** - adhered as relevant

# Cost efficient use of resources



**Timely** - despite COVID-19 disruption



**Cost-efficient** conversion from in-kind to CBTs - but insufficient data re: CCS



**Appropriate targeting** - changes in the vulnerability landscape = considering expansion in school feeding

# Factors explaining performance



Successes in mobilising more resources vs earmarking



Monitoring and reporting focused on school feeding - but recent investments to mainstream evidence generation



Partnerships - government & country-based actors positively influenced performance and results

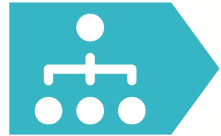


Staff skills and structure - adapted for strategic realignment but hindered delivery

# Conclusions (i)



Strong strategic alignment with national priorities despite socio-economic challenges



CSP a suitable strategic framework, but silos hindered cross-fertilization



School feeding gained momentum; adaptive capacity helped confirm WFP's key role in shock-responsive social protection



Food security and nutrition work surpassed expectations - but potential to enhance linkages between stand-alone nutrition & mainstreaming



# Conclusions (ii)



Strong partnerships with government - opportunities to ensure sustainable results



Shifting upstream to support government systems - driven partially by corporate direction and lacked meaningful corporate indicators



Future opportunities for more sophisticated integration of cross cutting issues

# Recommendations

1

Refine strategic focus of the next CSP in a more holistic way

2

Build evidence-based systems and structures for CSP implementation

3

Develop an overall partnership strategy

4

Build an overarching conceptual framework for support to government

5

Strengthen and mainstream cross cutting issues