Evaluation of Cambodia
WFP Country Strategic Plan 2019-2023

July 2023
Informal Consultation
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)

- **SO1**
  - 69%
  - Vulnerable communities have access to foods

- **SO2**
  - 10%
  - Vulnerable communities have more resilient and responsive food systems

- **SO3**
  - 6%
  - Institutions have strengthened capacity to mitigate risks, undertake shock preparedness & response

- **SO4**
  - 4%
  - Institutions have strengthened capacity for well-informed, effective, and equitable actions

- **SO5**
  - 0.3%
  - Development and humanitarian partners have access to common supply chain services

- **SO6**
  - 9%
  - Vulnerable people affected by crisis access nutrition-sensitive food assistance
Methodology

Mixed methods
- Document review
- Monitoring and financial data analysis
- Interviews (187 individuals) and FGDs (257 participants)
- Field visits (Phnom Penh, Siem Reap, Battambang, Pursat, and Kampong Thom)

Ethical safeguards & gender considerations integrated
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