



**WFP EVALUATION**



SAVING  
LIVES  
CHANGING  
LIVES

# Country strategic plan evaluations in RBB

## Cambodia and Nepal

EB.2/2023

# Key contextual features

- Lower-middle income countries
- Similar-ranging levels of development
  - **Human Development Index** ranking ranging from 143 to 144
  - **Gender Inequality Index** ranking ranging from 66 to 81
  - **Global Hunger Index** ranking ranging from 69 to 81
- Common high **vulnerability to natural risk disasters**, including climate-related shocks



# **Conclusions**

# Strategic alignment, positioning and adaptability



Strong alignment, adaptability in responding to vulnerable populations despite socio-economic challenges



CSPs provide a suitable framework in both countries, but lacked linkages between outcomes and a clear articulation regarding integration of crisis response and resilience building



Combining humanitarian dimensions with the 'changing lives' agenda was a relevant shift for the context



WFP shift to upstream support to government systems lacked a systemic approach to capacity strengthening

# Performance and sustainability of operations



School feeding helped confirm WFP's key role in shock-responsive social protection



Positive results in strengthening country capacity, but lack of meaningful corporate indicators to fully assess sustainability



Food security and nutrition work exceeded expectations in Cambodia, with potential for enhanced linkages between nutrition efforts and mainstreaming



WFP's direct assistance was successful; nonetheless broad coverage limited wider resilience effects for communities



Efficient implementation and timely emergency response, though challenges remain

# Cross cutting issues



WFP generated evidence on gender - opportunity for WFP Cambodia to adopt a more sophisticated integration; in Nepal gender found to be well integrated.



Despite increasing attention, WFP's contribution to protection from sexual exploitation and abuse, accountability to affected populations and disability inclusion was limited

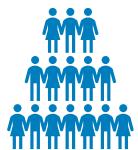


Adherence to humanitarian principles and nexus approach; integration of environmental considerations but more scope for community consultation

# Funding, human resources and partnerships



Successful resource mobilization yet earmarking constrained flexibility which decreases the predictability of CSP implementation



Staff capacity was relatively adequate, with some ongoing efforts to improve gender parity and technical expertise. However, challenges exist to match staff skillsets with technical areas in Cambodia. In Nepal there was a full staff realignment exercise.



Strong partnerships with government and UN system helped implementation with opportunities to ensure sustainable results and for transformative change

# Recommendations

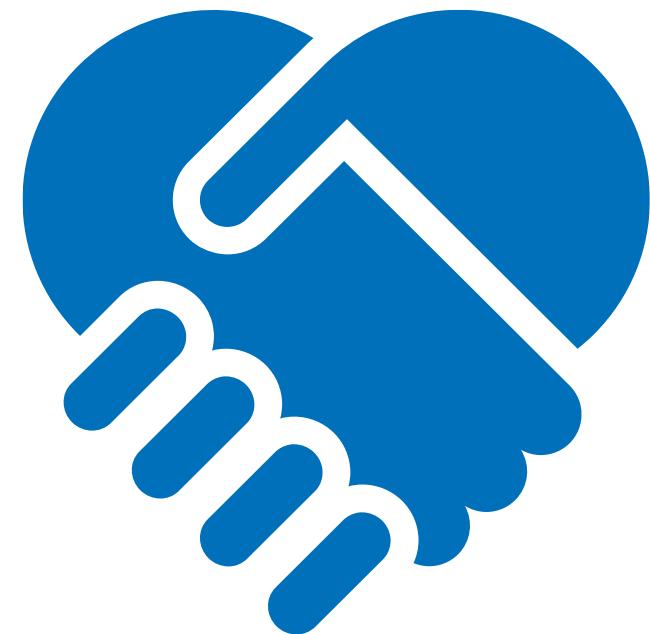
# **Overall orientation of the new CSP**

- Refine strategic focus of the next CSP in a more holistic way to strengthen the integration of activities and maximize effectiveness across the development and humanitarian spectrum
- Design the next CSP based on a set of interconnected strategic outcomes fostering links between food systems and social protection
- Build on WFP's comparative advantages that align with government priorities towards country capacity strengthening and policy support



# Partnerships

- Develop a strategy, highlighting opportunities for linkages across outcomes and different partnerships
- Pursue further handover of schools to the government whilst developing a strategy to support government and management capacity of all engaged actors
- Support the Government in designing nutrition specific and nutrition and gender sensitive programmes
- Enhance the Government's analytical capacities for optimal evidence-based policy formulation and operational response



# Other themes



**M&E:** Build evidence-based systems to inform implementation; and design an evidence-based country capacity strengthening strategy



**Country capacity strengthening:** Build a conceptual framework for support to government based on existing national capacity needs mappings



**Localization:** Deepen WFP's climate change and government support on resilience building to targeted climate vulnerable locations and populations by integrating country capacity strengthening at all levels



**Cross cutting:** Strengthen and mainstream gender transformative approaches, inclusion and accountability to affected population