
Distribution: General

Date: 26 January 2018

Original: English

Agenda item 5

WFP/EB.1/2018/5-B/Add.1

Evaluation reports

For consideration

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

Management response to the recommendations deriving from the Cambodia country portfolio evaluation (2011–2017)

Background

1. This document presents the management response to the recommendations deriving from the Cambodia country portfolio evaluation covering the period from 2011 to 2017. The evaluation assessed the country office's alignment and strategic positioning, its strategic decision making and the performance and results of the portfolio.
2. The Secretariat appreciates the findings and recommendations, which will inform the country office in formulating the next cycle of operations – a transitional interim country strategic plan for 2018 and a country strategic plan (CSP) for 2019–2023.
3. The Cambodia country office is grateful to the evaluation team for its observations with regard to past operations, which provide an important reference for ensuring accountability for and endorsing work, innovations and transitions undertaken in 2011–2017. The country office particularly appreciates the focus on lessons that can inform the strategic shift from the previous portfolio through the transitional interim CSP (2018) to a new CSP for 2019–2023. The recommendations are formulated mainly to support this transition process. The country office aims to implement the recommendations during the CSP formulation process in 2018, thereby ensuring that the evaluation findings inform WFP's strategic portfolio in Cambodia for the next five-year period.
4. The following matrix sets out the planned actions and timelines for implementation of the recommendations.

Focal points:

Mr D. Kaatrud
Regional Director
Asia and the Pacific
email: david.kaatrud@wfp.org

Ms N. Walters
Country Director
email: nancy.walters@wfp.org

Ms F. Erdelmann
Deputy Country Director
email: francesca.erdelmann@wfp.org

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS DERIVING FROM THE CAMBODIA COUNTRY PORTFOLIO EVALUATION (2011–2017)			
Recommendation	Action by	Management response and action taken	Implementation deadline
Operational recommendations for 2018			
Recommendation 1: Organize an internal sense-making workshop to consolidate the results of the numerous assessments and studies conducted to date. This should be part of the strategic review/CSP process and will require strategic engagement with stakeholders and partners.	Led by country office; support from regional bureau and headquarters	Agreed. The country office will engage in CSP formulation in the first half of 2018. This process will involve a series of internal and external workshops and consultations at which participants will reflect on assessments and studies undertaken to date.	30 September 2018
Recommendation 2: Develop information products and knowledge management strategies that consolidate WFP's technical and financial contributions in Cambodia.	Led by country office; support from regional bureau and headquarters	Agreed. The country office will work with national counterparts to ensure that research, analysis and experience with implementing programmes are documented and packaged as knowledge briefs for an external, non-expert audience, including donors and bilateral partners. These knowledge briefs will be locally disseminated and make a valuable contribution for use by decision and policymakers in formulating options for future strategic direction. The country office will review knowledge management strategies during CSP formulation.	31 December 2018

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS DERIVING FROM THE CAMBODIA COUNTRY PORTFOLIO EVALUATION (2011–2017)			
Recommendation	Action by	Management response and action taken	Implementation deadline
Strategic recommendations for the CSP			
Recommendation 3: Strengthen WFP's support to decentralization and deconcentration by examining a variety of models for strengthening subnational administrative and operational capacities.	Led by country office; support from regional bureau and headquarters	<p>Agreed.</p> <p>During 2018 the country office will explore and address major decentralization reform issues in ongoing programme areas – home-grown school meals, productive assets and livelihood support, the Platform for Real-time Information Systems and the Humanitarian Response Forum.</p> <p>As part of CSP formulation and with support from headquarters and the regional bureau, the country office will explore options for decentralized capacity strengthening in addressing food security and nutrition issues as recommended by the Government in its mid-term and strategic review of the national strategy for food security and nutrition. The result will be captured in the CSP to be presented to the Board at its 2019 first regular session.</p>	<p>31 December 2018</p> <p>28 February 2019</p>
Recommendation 4: Rationalize the country office's staff capacity and ensure that it is the right size for WFP's new institutional role in technical rather than operational support, including through workforce planning.	Led by country office; support from regional bureau and headquarters	<p>Agreed.</p> <p>During CSP formulation and with assistance from the regional bureau, the country office will undertake a workforce planning process with a view to rationalizing the workforce in line with requirements for the new CSP and realistic resource forecasts.</p>	30 June 2019
Recommendation 5: Right-size the focus of the portfolio focus to fit country office capacity and the resource outlook. Include a focus on core country office functions to inform the development of a menu of services.	Led by country office; support from regional bureau	<p>Agreed.</p> <p>From January to September 2018 the country office will engage in a CSP formulation process aimed at identifying core areas for strategic engagement in the period 2019–2023 to assist Cambodia's attainment of its Sustainable Development Goal (SDG) targets. The CSP will be presented to the Board at its 2019 first regular session. The process will run in parallel with the formulation of a new United Nations development assistance framework for the same period. CSP formulation will take into account country needs, WFP's comparative advantages and realistic resource forecasts.</p>	28 February 2019

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS DERIVING FROM THE CAMBODIA COUNTRY PORTFOLIO EVALUATION (2011–2017)			
Recommendation	Action by	Management response and action taken	Implementation deadline
Recommendation 6: Define the support required from headquarters and the regional bureau for the country office's transition process, and the support that can be mobilized directly by the country office; this may include both programmatic and institutional support.	Led by country office; support from headquarters and regional bureau	Agreed. The country office is working closely with the regional bureau to define and identify the support it needs from headquarters and the regional bureau in selected strategic and technical areas and workforce planning to facilitate formulation of the CSP for 2019–2023. The country office will engage complementary capacity during this process to assist in identifying opportunities for strategic partnerships and resource mobilization. Expert support will be mobilized throughout the CSP development period.	September 2018