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For approval

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Draft Cambodia country strategic plan (2019–2023)

Duration	1 January 2019–31 December 2023
Total cost to WFP	USD 50,241,310
Gender and age marker*	3

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

Executive summary

Cambodia has achieved sustained economic growth over the past two decades, attaining lower middle-income country status in 2016. Despite substantial progress, socio-economic and gender inequalities persist, hampering access to nutritious diet. Food security and nutrition face challenges caused by shocks, a rapidly changing food environment and inefficiencies in the food system.

This five-year country strategic plan is based on the Government's 2017 mid-term and strategic review of the National Strategy for Food Security and Nutrition 2014–2018 and the priorities articulated for the National Strategic Development Plan 2014–2018 and the National Social Protection Policy Framework 2016–2025. The country strategic plan is aligned with the United Nations development assistance framework for 2019–2023. It contributes to Sustainable Development Goals 2 and 17 and to WFP Strategic Results 1, 4, 5 and 8 through five strategic outcomes:

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- Vulnerable communities in Cambodia have access to nutritious, safe, diverse, convenient, affordable and preferred foods by 2025.
- Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023.
- National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025.
- National and subnational institutions in Cambodia have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and nutrition targets by 2030.
- Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year.

WFP will continue its shift from activity implementation to strengthening national capacities and building scalable programme models. It will focus on working with the Government to enhance the latter's capacity in social service provision and to strengthen subnational food systems and capacities to reduce the risks posed by shocks. It will also use innovative technologies and analytical tools to enhance information flows and facilitate decision making and seek to promote inclusion, equity and equality, considering dynamics associated with gender, age and disability, across all its activities. WFP will work in close collaboration with the Government, other United Nations agencies, civil society and non-governmental organizations, academic institutions and the private sector to achieve these outcomes.

Draft decision*

The Board approves the Cambodia country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/2) at a total cost to WFP of USD 50,241,310.

* 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. Cambodia attained lower-middle-income country status in 2016, following rapid growth in gross domestic product (GDP) over the past two decades.¹ Annual economic growth of 7 percent has been driven largely by agriculture (predominantly rice) and the garment, construction and tourism industries. However, rising wages and a shortfall of skills are eroding the country's competitiveness in manufacturing.²
2. Income poverty levels fell from 47.8 percent in 2007 to 13.5 percent in 2014, although 28 percent of the population are "near poor" and one third are multi-dimensionally poor.³ More than 30 percent of "ID-Poor" households⁴ are headed by women.⁵
3. Cambodia ranks 146th of 189 countries on the Human Development Index, demonstrating persistent, often gender-related, inequality.⁶ Women have limited access to resources and receive lower wages than men;⁷ they are underrepresented in the formal workforce (77 percent versus 89 percent for men)⁸ and perform a significant amount of unpaid care work.⁹
4. Eleven percent of women and 9 percent of men in Cambodia¹⁰ live with disabilities; as a result, they are more likely to be poor, have low educational attainment and experience discrimination and exclusion. Women living with disabilities also face considerable domestic violence and limited access to services.^{11, 12} The Government has enacted several laws and strategies to improve the lives of persons with disabilities.

¹ World Bank Group. 2017. *Cambodia: Sustaining Strong Growth for the Benefit of All: A Systematic Country Diagnostic*. Available at <https://openknowledge.worldbank.org/handle/10986/27149>.

² Asian Development Bank. 2018. *Asian Development Outlook 2018: How Technology Affects Jobs*. Available at <https://www.adb.org/publications/asian-development-outlook-2018-how-technology-affects-jobs>.

³ Oxford Poverty & Human Development Initiative. 2017. *Cambodia Country Briefing, Multidimensional Poverty Index Data Bank*. Available from www.dataforall.org/dashboard/ophi/index.php/mpii/country_briefings.

⁴ In 2006 the Ministry of Planning introduced the "Identification of Poor Households Programme", or "ID-Poor", with a view to identifying and targeting poor and vulnerable households.

⁵ Council for Agricultural and Rural Development. 2017. *Mid-Term and Strategic Review of the National Strategy for Food Security and Nutrition 2014–2018: I. Progress Inventory 2016*. Available at http://foodsecurity.gov.kh/assets/uploads/media/_20180503_075027_.pdf.

⁶ United Nations Development Programme. 2018. *Human Development Indices and Indicators: 2018 Statistical Update*. Available at http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf.

⁷ National Institute of Statistics and Ministry of Planning. 2014. *Cambodia Socio-Economic Survey 2014*. Available at <https://www.nis.gov.kh/nis/CSSES/Final%20Report%20CSSES%202014.pdf>.

⁸ National Institute of Statistics and Ministry of Planning. 2015. *Cambodia Socio-Economic Survey 2015*. Available at <https://www.nis.gov.kh/nis/CSSES/Final%20Report%20CSSES%202015.pdf>.

⁹ United Nations. 2018. *Cambodia – Common Country Assessment: Overview*. (Unpublished draft).

¹⁰ National Institute of Statistics, Directorate General for Health and ICF International. 2015. *Cambodia Demographic and Health Survey 2014*. Available at <https://dhsprogram.com/pubs/pdf/fr312/fr312.pdf>.

¹¹ Swedish International Development Cooperation Agency. 2015. *Disability Rights in Cambodia*. Available at <https://www.sida.se/globalassets/sida/eng/partners/human-rights-based-approach/disability/rights-of-persons-with-disabilities-cambodia.pdf>.

¹² Astbury, J. and F. Walji. 2013. *Triple Jeopardy: Gender-based Violence and Human Rights Violations Experienced by Women with Disabilities in Cambodia*. Canberra, AusAID. Available at <http://gsdrc.org/document-library/triple-jeopardy-gender-based-violence-and-human-rights-violations-experienced-by-women-with-disabilities-in-cambodia>.

1.2 Progress towards SDG 2

5. Cambodia has made great strides towards Sustainable Development Goal (SDG) 2 but needs to do more to achieve zero hunger by 2030. The Government's mid-term and strategic review (MTSR)¹³ of the National Strategy for Food Security and Nutrition (NSFSN) for 2014–2018¹⁴ resulted in recommendations for the NSFSN for 2019–2023 and for strategies to achieve the SDG targets.
6. *Access to adequate food all year round (SDG Target 2.1).* Despite having substantially reduced hunger, Cambodia is classified as a country with “serious hunger”.¹⁵ The prevalence of undernourishment is 15.3¹⁶ percent based on national food balance sheets and 31¹⁷ percent based on household expenditure data. Inadequate dietary diversity among 12 percent of households affects somewhat more poor and rural households and households headed by women (12.8 percent) than households headed by men (11.2 percent).¹⁸ Some 21 percent of Cambodian households may not be able to afford a nutritious diet.¹⁹
7. *End all forms of malnutrition (SDG Target 2.2).* Thirty-two percent of children under 5 years of age are stunted, while 10 percent are wasted. Girls and boys from across the lower wealth quintiles are equally affected.²⁰ Dietary deficiencies in zinc, iodine and B-vitamins widely affect women of reproductive age and children.²¹ Undernutrition is estimated to cost Cambodia approximately 1.7 percent of its annual GDP²² and is a major contributor to mortality and decreased health and productivity. In addition, overweight and obesity are increasing; 18 percent of women of reproductive age are overweight or obese (mostly older women) while 14 percent are underweight (mostly younger women).²³
8. *Double the agricultural productivity and incomes of small-scale food producers (SDG Target 2.3).* Seventy-nine percent of the Cambodian population is rural. Agriculture employs 39 percent of working men and 44 percent of working women. Most farmers (56 percent) are smallholders with less than one hectare of land; 88 percent of agricultural land is owned by households headed by men.²⁴

¹³ Council for Agricultural and Rural Development. 2017. *Mid-Term and Strategic Review of the National Strategy for Food Security and Nutrition 2014–2018: I. Progress Inventory 2016; II Situation Update 2017; III Strategic Direction Towards 2030.* Available at <https://bit.ly/2MgT6mM> (part I), <https://bit.ly/2vcDPgC> (part II) and <https://bit.ly/2KjYNYO> (part III).

¹⁴ Council for Agricultural and Rural Development. 2014. *National Strategy for Food Security and Nutrition (NSFSN 2014–2018).* Available at http://foodsecurity.gov.kh/assets/uploads/media/_20160707_093107_.pdf.

¹⁵ von Grebmer, K. and others. 2017. *2017 Global Hunger Index: The Inequalities of Hunger.* Available at <https://doi.org/10.2499/9780896292710>. Note: No sex- and age-disaggregated data available.

¹⁶ Food and Agriculture Organization of the United Nations and others. 2017. *The State of Food Security and Nutrition in the World 2017: Building Resilience for Peace and Food Security.* Available at <http://www.fao.org/3/a-i7695e.pdf>.

¹⁷ National Institute of Statistics and Ministry of Planning. 2014. CSES survey. (Unpublished).

¹⁸ National Institute of Statistics and Ministry of Planning. 2014. *Cambodia Socio-Economic Survey 2014.* Available from <https://www.nis.gov.kh/index.php/en/about/general-information/14-cses/12-cambodia-socio-economic-survey-reports>.

¹⁹ WFP. 2017. *Fill the Nutrient Gap: Cambodia. Summary Report.* Available at https://docs.wfp.org/api/documents/WFP-0000070325/download/?_ga=2.8925621.165838127.1532364968-1488892763.1526124426.

²⁰ National Institute of Statistics, Directorate General for Health and ICF International. 2015. *Cambodia Demographic and Health Survey 2014.* Available at <https://dhsprogram.com/pubs/pdf/fr312/fr312.pdf>.

²¹ Ibid.

²² Moench-Pfanner, R. and others. 2016. The Economic Burden of Malnutrition in Pregnant Women and Children under 5 Years of Age in Cambodia. *Nutrients*. Vol. 8, No. 5, 292. Available from <http://doi.org/10.3390/nu8050292>.

²³ National Institute of Statistics, Directorate General for Health and ICF International. 2015. *Cambodia Demographic and Health Survey 2014.* Available at <https://dhsprogram.com/pubs/pdf/fr312/fr312.pdf>.

²⁴ National Institute of Statistics and Ministry of Planning. 2016. *Cambodia Socio-Economic Survey 2016.* Available from <https://www.nis.gov.kh/index.php/en/about/general-information/14-cses/12-cambodia-socio-economic-survey-reports>.

9. Rice dominates production, representing 72 percent of national agricultural planting activities. Despite growth in agricultural production, yields remain low and vulnerable to climate-related shocks. Following the 2015/2016 El Niño event, 13 percent of households acquired additional debt, increasing the percentage of indebted households to nearly 50 percent.²⁵
10. *Promote sustainable food systems (SDG Target 2.4).* Cambodia is ranked the eighth most vulnerable country to disasters.²⁶ Floods and droughts frequently threaten the food system and will increase in frequency and intensity in the future. Approximately 1.7 million Cambodians are exposed to floods; changes in climate will expand the floodplains. The degradation of natural resources exacerbates the increased risk posed by climate change.²⁷ It is estimated that climate change could cause Cambodia's GDP to be 2.5 percent lower in 2030 than forecast.²⁸ A 2016–2017 resilience analysis found that households headed by women were more susceptible to the food security impacts of El Niño shocks.²⁹

Macroeconomic environment

11. Migration and rapid urbanization alter in-country dynamics. One quarter of the population has migrated; a third of the migrants, mostly men working in construction, emigrated mainly to Thailand. Around 57 percent of migrants, particularly women seeking employment in the garment industry, moved from rural to urban areas, mostly in Phnom Penh.³⁰
12. Primary school enrolment has improved to 97.8 percent (girls' enrolment is slightly higher than boys), although secondary enrolment is low at 59.2 percent (higher for girls than boys).³¹ In grade six, 39 percent of pupils have below basic literacy.³² Coverage of social protection schemes is improving through the National Social Protection Policy Framework 2016–2025 (NSPPF).³³

Key cross-sector linkages

13. The successful achievement of SDG 2 in Cambodia is closely linked to progress on the other SDGs. Poverty (SDG 1) and economic vulnerability hinder the affordability of nutritious food. Poor health is both a cause and a consequence of malnutrition (SDG 3). Improved food security and nutrition will assist in educational attainment while equitable access to quality education will enhance human capital, economic opportunity and access to nutritious food

²⁵ FAO, UNICEF and WFP. 2016. *Household Resilience in Cambodia: A Review of Livelihoods, Food Security and Health. Part 1: 2015/2016 El Niño Situation Analysis*. Available at <https://docs.wfp.org/api/documents/WFP-0000069105/download/>. Note: No sex- or age-disaggregated data available.

²⁶ World Bank Group. 2017. *Cambodia: Sustaining Strong Growth for the Benefit of All: A Systematic Country Diagnostic*. Available at <https://openknowledge.worldbank.org/handle/10986/27149>.

²⁷ United Nations University – Institute for Environment and Human Security. 2015. *World Risk Report*. Available at https://collections.unu.edu/eserv/UNU:3303/WRR_2015_engl_online.pdf.

²⁸ Ministry of Economy and Finance and National Council for Sustainable Development. 2018. *Modelling of Addressing Climate Change Impacts on Economic Growth in Cambodia*. Available at www.camclimate.org.kh/en/policies/ncsd-news/445-report-on-the-modelling-of-climate-change-impacts-on-growth-is-launched.html.

²⁹ TANGO International and WFP. 2018. *Household Recovery and Resilience in Cambodia*. (Unpublished)

³⁰ World Food Programme, Rural Vulnerability and Migration in Cambodia, 2018. (Not yet available.)

³¹ Ministry of Education, Youth and Sport, Education Congress report, *The Education, Youth and Sport Performance in the Academic Year 2016-2017 and Goals for the Academic Year 2017-2018*. (Not yet available online, but see for previous years' reports <http://www.moeys.gov.kh/en/education-congress-2017/reports.html#.W-V3gNKiUk>.)

³² Ministry of Education, Youth and Sport, Education Quality Assurance Department (EQAD). 2015. *Results of Grade Six Student Achievement from the National Assessment in 2013*. Available at <http://www.moeys.gov.kh/en/eqa/1948.html#.W-VeOpMzaUk>.

³³ Available at <http://inndec.com/library/docs/SPPF%20English%20-%20Final%20Ver.pdf>.

(SDG 4). Gender inequalities exacerbate food insecurity and malnutrition (SDG 5), while climate change poses a major threat (SDG 13).

1.3 Hunger gaps and challenges

14. The MTSR identified inequities in access to nutritious diets that deny to some the benefits of economic progress and stressed the importance of strengthening the food system to ensure that all Cambodians have access to food for healthy, productive lives. It recognizes nutrition as an accelerator for the development of human capital and achievement of the SDGs.
15. The diets of key nutritionally vulnerable groups, including pre-primary- and primary-school-age children and adolescent girls, remain suboptimal. This is in part due to limited affordability resulting from economic constraints, inefficiencies along the value chain and the limited availability of affordable, convenient³⁴ and nutritious foods.³⁵
16. The MTSR highlighted the need to strengthen the food system's ability to withstand shocks, adapt to climate change and better connect smallholder farmers to markets and to the information they need to be competitive. Women smallholders and entrepreneurs are often at a further disadvantage given their care responsibilities and limited access to productive inputs, key assets, services and decision-making roles. Food quality and safety are affected by limited capacity to monitor and enforce standards.

1.4 Country priorities

Government

17. The Government's commitment to ensuring food and nutrition security is consistent with the Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase IV (RS-IV 2019–2023).³⁶ The Neary Rattanak IV: Five Year Strategic Plan for Gender Equality and Women's Empowerment 2014–2018³⁷ emphasizes the importance of multisectoral action to improve gender equity.
18. The RS-IV 2019–2023 emphasizes that economic growth should be inclusive in reducing poverty, increasing gender equity and developing human resources (this includes improving nutrition, the quality of education and social protection). Climate change is highlighted as a key factor changing vulnerability dynamics in Cambodia. Enhancing public-private sector dialogue and rolling out deconcentration and decentralization reforms³⁸ are noted as priority actions.
19. The NSPPF promotes social services, including support for nutritionally vulnerable groups such as women and children during the first 1,000 days window, persons with disabilities, elderly people and people affected by shocks, and foresees the transition of the school feeding programme to government management; this is also highlighted in the Education Strategic Plan (2014–2018). Improving the national food reserve, strengthening institutional capacity and human resources, reducing inequalities and improving databases and information systems are among the main areas identified as strategically important in helping to protect against shocks in Cambodia.

³⁴ The term "convenient" refers to foods that require minimal preparation time.

³⁵ Anthrologica and WFP. 2018. *Formative Research to Inform Adolescent Programming in Cambodia: summary report*. Available at <https://docs.wfp.org/api/documents/WFP-0000064044/download/>.

³⁶ Available at <http://cnv.org.kh/wp-content/uploads/2012/10/Rectangular-Strategy-Phase-IV-of-the-Royal-Government-of-Cambodia-of-the-Sixth-Legislature-of-the-National-Assembly-2018-2023.pdf>.

³⁷ Available at <http://www.mowa.gov.kh/inc/uploads/2018/01/MoWA-Neary-Rattanak-IV-2014-2018-EN.pdf>.

³⁸ Deconcentration and decentralization refer to a process by which subnational government authorities become more responsible for decision making.

20. Digital transformation and strengthened information systems are government priorities to ensure timely and effective decision-making. The Cambodia Climate Change Strategic Plan (2014–2023)³⁹ and the National Action Plan for Disaster Risk Reduction (2014–2018)⁴⁰ call for early warning systems and forecasting models with linkages to mitigation, adaptation and emergency preparedness strategies.

United Nations and other partners

21. The United Nations development assistance framework for Cambodia for 2019–2023 (UNDAF) includes five focus areas: People – Expanding social opportunities; Prosperity – Expanding economic opportunities; Planet – Sustainable living; Peace – Participation and accountability; and Managing urbanization. A focus on social protection, nutrition, youth and data will accelerate the successful implementation of the UNDAF and the achievement of the SDGs in Cambodia.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

22. The 2017 country portfolio evaluation commended WFP's shift from the implementation of food assistance programmes in Cambodia towards capacity strengthening for national counterparts, leveraging its expertise in food security and nutrition analytics to strengthen national capacities and improve evidence-based policy formulation and planning. WFP supports the Government's digital transformation, developing information management systems, analytics and mapping and supporting informed development and humanitarian actions.
23. The transition of the school meals programme to a home-grown model is recognized for contributing to a range of educational, nutritional, agricultural, rural development and social protection benefits.^{41, 42} Government's research into its benefits and feasibility highlights stakeholders' interest in taking ownership of the programme.⁴³
24. A WFP 2017 review of intra-household decision making⁴⁴ on the use of cash-based and food transfers in primary scholarship programmes revealed that transformation of gender dynamics derived primarily from the engagement of recipient women and men in programme management and implementation rather than the receipt of the transfers. This encourages inclusive and equitable community engagement in programme design and implementation.
25. WFP's field presence and partnership with civil society partners, local authorities and communities puts it in a unique position to help develop effective food security and nutrition interventions, policies, strategies, systems and tools with the Government and other partners. WFP can draw on successes in supply chain management and the delivery of school meals.

³⁹ Royal Government of Cambodia. 2013. *Cambodia Climate Change Strategic Plan 2014–2023*. National Climate Change Committee. Available at <https://bit.ly/2LO1k9O>.

⁴⁰ Royal Government of Cambodia. 2015. *National Action Plan for Disaster Risk Reduction (NAP-DRR) 2014–2018*. Available at <https://bit.ly/2RsXlt9> (in Khmer and English).

⁴¹ Institute for Development and Peace (INEF), University of Duisburg-Essen. 2017. *Home-Grown School Feeding as a "Good Practice" for Poverty Alleviation and Nutrition Security in Cambodia*. Available at: https://inef.uni-due.de/index.php?article_id=17&clang=2&pub_id=1774.

⁴² FAO, GIZ. 2017. *Report on a pilot application of the ISPA-FSN tool for the Home-Grown School Feeding Programme in Cambodia*. (Not available online.)

⁴³ Department of Policy, Ministry of Education, Youth and Sport. 2017. *The feasibility of the implementation of school feeding programs in primary schools by the Ministry of Education, Youth and Sport*. (Not available online.)

⁴⁴ WFP. 2016. *Gendered Nature of Intra-Household Decision-Making in Cambodia*. (Not available online.)

26. WFP has become a trusted broker among humanitarian and development partners, the Government, civil society and actors in various sectors. WFP's corporate experience in emergency response, social protection, gender-transformative approaches, nutrition and private sector engagement can be leveraged to contribute to further strengthening national capacities.

2.2 Opportunities for WFP

27. This country strategic plan (CSP) is guided by the MTSR (see section 1.3) and aligned with the priorities of the RS-IV 2019–2023.
28. WFP will help the Government to transform home-grown school feeding into a nationally owned programme, thus addressing inequities in access to food and supporting the operationalization of national social protection services. WFP will also contribute to improving human resource development⁴⁵ through improved nutrition and the promotion of gender equality and the empowerment of women.
29. In support of inclusive and sustainable development,⁴⁶ WFP will leverage its subnational presence to engage with vulnerable communities to strengthen market participation and adapt food systems to climate change. WFP will support accelerated action to strengthen national and subnational capacities to better prepare for, respond to and mitigate shocks and to plan, implement, coordinate and monitor strategies for resilient food security and nutrition.
30. WFP's support for efforts to digitalize information systems, strengthen supply chain capacities, engage entrepreneurs in food processing and mobilize private sector support for national food and nutrition security can contribute to economic diversification and private sector development and employment (RS-IV 2019–2023). In all its programmes WFP will support national governance reforms and the engagement of subnational actors.

2.3 Strategic changes

31. For all activities under the CSP, WFP will work with government and other partners to strengthen national capacities to inform, design, implement and manage zero hunger strategies and programmes. WFP will move away from activity implementation into an advisory capacity.
32. The school meals programme will be shifted to a home-grown approach focused on demonstrating viable ways to facilitate national ownership. Building on extensive experience in community productivity and livelihoods programming, WFP will support commune councils to ensure that their routine development plans consider evidence-based climate-smart investments and facilitate the development of tools for agriculture and climate services. WFP will also use its supply chain expertise to work with partners to address inefficiencies along the value chain at the national, subnational and local (smallholder farmers) levels. In line with WFP's 2017 Environmental Policy, all activities will integrate environmental considerations and comply with WFP environmental and social standards.
33. WFP will support the Government in shifting towards integrated disaster risk reduction strategies, mobilizing the latest information and digital solutions to better adapt and to respond in an effective, timely manner to threats of shocks.

⁴⁵ RS-IV 2019–2023 – Rectangle 1 including 1) Improving the quality of education, science and technology; 2) Vocational training; 3) Improving public healthcare and nutrition; and 4) Strengthening gender equality and social protection.

⁴⁶ RS-IV 2019–2023 – Rectangle 4 including 1) Promotion of agricultural and rural development; 2) Strengthening sustainable management of natural and cultural resources; 3) Strengthening management of urbanization; and 4) Ensuring environment sustainability and readiness for climate change.

34. WFP will take a nutrition-sensitive approach to address underlying causes of malnutrition in Cambodia, contributing to the nutritional well-being of vulnerable groups throughout the life cycle, including through a greater emphasis on nutrition analysis to inform the work of government and other partners.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

35. The direction of this CSP is guided by “Strategic Directions Towards 2030”,⁴⁷ one of three documents resulting from the MTSR, as well as the Government’s priorities for achieving continued economic development, middle-income country status by 2028 and the SDGs by 2030. The CSP is aligned with the UNDAF, particularly with regard to social equity and sustainable living. WFP consulted with the Government, United Nations agencies, development partners and civil society actors in the formulation of priorities for the period 2019-2023 with a view to facilitating collaborative action to achieve the 2030 Agenda for Sustainable Development.
36. WFP will complement and contribute to the Government’s efforts to achieve SDG 2 by 2030 in three ways:
- WFP will support the continued strengthening of institutional capacities – particularly at the subnational level – for fostering and protecting economic growth and social development in an equitable, inclusive and gender-transformative manner.
 - WFP will contribute to Cambodia’s efforts to build human capital by investing in actions for improving the educational achievement, nutritional well-being and productive capacity of vulnerable communities to the equitable benefit of women, men, girls and boys.
 - WFP will support the enhancement of and promote equal access to physical, information and knowledge infrastructure aimed at supporting food systems that are nutrition sensitive, gender-responsive and adapted to climate change and disaster risk.
37. The CSP will contribute to improving the diversity and nutrient content of the diets of vulnerable women, men, girls and boys by improving access to diverse nutritious foods through social assistance programmes and sustainable and resilient food systems that are adapted to and protected from shocks and stresses and managed by informed and collaborative governance mechanisms at the national and subnational levels.
38. In accordance with the WFP Strategic Plan (2017–2021), Gender Policy (2015–2020) and Gender Action Plan, gender considerations have been incorporated into the CSP and will be mainstreamed throughout implementation and progress monitoring. Programmes will contribute to gender transformation through the engagement and empowerment of women, men, girls and boys and people with disabilities (and their organizations and institutions). WFP will consult partners with expertise in gender and disability and embed gender and disability analyses, including sex- and age-disaggregated data, in assessments, research, technical assistance and knowledge and information management, as appropriate.

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

Strategic outcome 1: Vulnerable communities in Cambodia have access to nutritious, safe, diverse, convenient, affordable and preferred foods by 2025

39. WFP will support the operationalization of the NSPPF and help to improve food access and nutritional well-being in vulnerable communities through the provision of daily school meals for pre-primary and primary school girls and boys using a “home-grown” approach. This will

⁴⁷ Available at http://foodsecurity.gov.kh/assets/uploads/media/_20180503_075724_.pdf.

further support local nutrition-sensitive food production and dietary diversification. School meals also provide an important stimulant for improved access to education among the most vulnerable communities, helping them to equitably enhance their economic opportunities and ultimately their food and nutrition security.

Focus areas

40. This strategic outcome focuses on root causes of food insecurity and nutritional vulnerability.

Expected outputs

41. The dietary adequacy of primary and pre-primary school children, and their households, will be improved through the provision of daily school meals, sourced from local producers; WFP will work with government, civil society and private sector stakeholders to develop programme models and capacities that are suited to long-term national ownership and integration within national education and social protection strategies. The outputs will contribute to SDG targets 2.1 and 2.2 as well as SDG 4.
42. This outcome will be achieved through six outputs:
- Primary and pre-primary schoolchildren (tier 1) receive nutritious meals through a nationally owned school meals programme that supports their basic food and nutrition needs and contributes to improved educational outcomes (SDG 4).
 - Primary and pre-primary schoolchildren (tier 1) receive nutritious meals sourced from local producers to improve their dietary intake and promote healthy eating habits (Strategic Result 2).
 - Local food producers and suppliers, particularly women (tier 2), benefit from reliable, predictable food sales to home-grown school-feeding initiatives, which provide improved income-earning opportunities and contribute to increased affordability of diverse diets.
 - The households of children in primary and pre-primary schools (tier 2) benefit from their children receiving daily school meals, which reduces the economic burden on the households and improves the overall affordability of a nutritious diet.
 - Primary and pre-primary schoolchildren (tier 2) benefit from improved capacities of the private sector, the Government and micro- and small-scale entrepreneurs, particularly women, to provide alternative options for safe, nutritious and convenient foods, thus improving diets (Strategic Result 2).
 - School-aged children (tier 2) benefit from improved capacities of government counterparts at the national and subnational levels to adopt national home-grown school feeding programmes that improve access to affordable, nutritious diets all year round.

Key activities

Activity 1. Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding

43. In close partnership with the Ministry of Education, Youth and Sport, and its provincial and district offices, and non-governmental organizations (NGOs), WFP will provide school meals to girls and boys in pre-primary and primary schools, reducing the number of schools from 1,150 to 350 over the course of the CSP, while increasing technical assistance to government and other stakeholders to promote national ownership. WFP will empower women and men from local communities to supply food, prepare meals and backstop and oversee programmes; it will also address barriers to equitable participation such as gender dynamics, disability status and age.

44. The provision of take home rations for poor children in upper primary grades in two provinces will be fully handed over to the government scholarship programme in mid-2019.
45. WFP, together with national and subnational authorities, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), NGOs and private sector partners, will engage smallholder farmers, traders and entrepreneurs, particularly women (to redress prevailing gender inequalities), to supply safe and high-quality food products for daily breakfasts. Annual supply contracts will improve income predictability among smallholder farmers, facilitating investment in production diversification, processing and market access. Food price information systems will contribute to market and commercial literacy among smallholder farmers.
46. WFP will optimize the nutritional value of foods in schools and develop fortified rice and healthy snacks, together with the Government and the private sector and in consultation with the United Nations Children's Fund (UNICEF) and the World Health Organization. Gender transformative nutrition education and behaviour change communication will be aimed at replicating nutritional benefits in homes and communities. Minimum standards for infrastructure and facilities will be pursued in accordance with national specifications.
47. WFP and the Government will develop capacities and institutional infrastructure to enable equitable, effective local procurement processes, minimizing their environmental footprint; adequate oversight over food quality and safety; financial and administrative management; and monitoring and reporting. Tools will assist local managers to assess programme performance, identify challenges and solutions through peer-to-peer consultation and communicate through real time information mechanisms. National school feeding policies will be created to enable the allocation of domestic finances to programme implementation, while consultation with UNICEF, the United Nations Educational, Scientific and Cultural Organization and the World Bank will ensure that school feeding is embedded in the broader education sector.
48. Collaboration with the Council for Agricultural and Rural Development and the National Social Protection Council and their constituent ministries responsible for agriculture, health, rural development, interior and women's affairs will ground home-grown school feeding in the NSFSN for 2019–2023 and the NSPPF.

Strategic outcome 2: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023

49. Cambodia's food system remains vulnerable to recurrent and chronic stresses and climate trends. WFP will contribute to the integration of climate adaptation in subnational development and investment plans, enhanced smallholder farmer crop diversification and equitable participation in markets and strengthened capacity of small and medium-size entrepreneurs to produce affordable, nutritious and convenient foods.

Focus areas

50. This strategic outcome focuses on the resilience of local, nutrition sensitive, climate-smart and gender equitable food systems.

Expected outputs

51. The four outputs under this outcome contribute to achievement of environment and climate related SDGs (particularly SDG 13) and improvement of the nutritional wellbeing of vulnerable communities, and target groups such as women, girls and young children (SDG 2.2/SR 2).

- Smallholder farming communities (tier 2) benefit from small-scale infrastructure and facilities that enhance resilience and facilitate climate-adapted, nutrition-sensitive food production (SDG 13).
- Smallholder farming communities (tier 2) benefit from better access to information and skills that foster the production of a climate-adapted, nutritious and diverse food supply for local markets (SDG 13).
- People in Cambodia (tier 3) benefit from the strengthened capacity of the private sector, the Government and small- and medium-scale entrepreneurs, particularly women, to replicate promising practices in food transformation that make affordable, safe, nutritious foods available (Strategic Result 2).
- Vulnerable communities in Cambodia (tier 3) benefit from the enhanced integration of strategies for equitably improving food security and nutrition, climate change adaptation and disaster risk reduction into commune development plans that support climate-resilient food systems at the local level (SDG 13).

Key activities

Activity 2. Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation

52. In collaboration with FAO, IFAD, the Ministry of Agriculture, Forestry and Fisheries and the Ministry of Water Resources and Meteorology, WFP will facilitate information management to foster increased community market participation, climate change adaptation and disaster risk reduction. Supply and value chain assessments will contribute to understanding critical bottlenecks and inform optimization.
53. WFP will support the development of disaster management facilities and productive infrastructure and promote enhanced agricultural practices. Collaboration with the Ministry of Rural Development will seek to ensure technically robust infrastructure development. WFP will promote socially inclusive and equitable food systems, considering barriers to market access, facilities and infrastructure that result from gender dynamics, age and disability status.
54. Together with the National Committee for Sub-National Democratic Development and the National Council for Sustainable Development, WFP will mobilize women and men in communities and support commune councils in the development of climate-smart development and investment plans and the implementation of priority actions using domestic and complementary resources. Guidance will be developed on the integration of climate change adaptation, food security and nutrition, disaster risk reduction and environmental, gender equality and disability considerations.
55. Following successes and lessons learned in the development of fortified rice and healthy, convenient foods in schools (strategic outcome 1), WFP will collaborate with owners of medium-sized businesses, particularly encouraging the participation of women, to take promising initiatives to scale. Working with relevant industry groups, ministerial counterparts and United Nations partners, WFP will support the formulation of technical guidance and supportive food policy, regulatory and legal frameworks. The possibility to expand to urban centres will also be explored.

Strategic outcome 3: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025

56. In line with the Asia Regional Plan for Implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030, WFP will help strengthen national and subnational capacities to address shocks and disasters to protect local food systems. WFP will support the use of early warning and climate data and strengthen legislation, coordination and command

mechanisms for enhanced decision making. Furthermore, WFP will contribute to adequate and timely preparedness planning, including climate smart disaster risk reduction and the development of innovative response models.

Focus areas

57. This strategic outcome focuses on resilience to transient and chronic shocks and stresses.

Expected outputs

58. This outcome will be achieved through three outputs:

- Vulnerable communities (tier 3) benefit from enhancement of the instruments, systems and skill sets of national and subnational institutions for effectively safeguarding food systems through existing disaster management mechanisms.
- Vulnerable communities (tier 3) benefit from greater integration of systems for increasing the shock responsiveness of social protection mechanisms, including food reserves, at the national and subnational levels [C], leading to timely disaster response and access to adequate food in times of crisis (SDG 13).
- Vulnerable communities (tier 3) benefit from the use of enhanced analysis of climate impact trends and adaptation/mitigation models by national and subnational institutions, leading to more climate-smart food systems (SDG 13).

Key activities

Activity 3. Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination

59. Working closely with multi-stakeholder forums such as the Humanitarian Response Forum (which WFP co-chairs with ActionAid) and the Joint Action Group, WFP will facilitate implementation of the disaster management law and strengthen the preparedness and response capacities of the National Committee for Disaster Management and provincial committees for disaster management. In collaboration with sectoral counterparts, WFP will help to harmonize the efforts of existing platforms for disaster risk reduction, emergency preparedness and response, social protection and climate change adaptation so that they meet the particular needs of women, men, girls and boys affected by shocks and disasters.
60. WFP will undertake and support gendered contextual and resilience analyses and develop innovative response models, considering gender and age responsiveness, to help protect local food systems and strengthen the relief-development nexus. WFP will support shock-responsive social protection mechanisms, which may include forecast-based-financing and the development of a national food reserve, while helping to improve access to and the use of national poverty data.⁴⁸ The development of information management tools using the Platforms for Real-time Information Systems (PRISM) under outcome 4 will facilitate real time data availability and informed decision making. WFP will mobilize innovative techniques and technologies through global and regional collaboration.
61. WFP will support United Nations crisis management while maintaining its operational readiness to contribute to relief efforts when needed and requested by national authorities. In particular, WFP will co-lead the food security and nutrition sector group, maintain supply chain capacities and ensure internal minimum preparedness actions.

⁴⁸ WFP will follow recommendations from the Cambodia country study included in the regional inter-agency project, "Strengthening capacity of ASEAN Member States to design and implement risk informed and shock responsive social protection", to identify suitable mechanisms for increasing the shock responsiveness of social protection mechanisms.

Strategic outcome 4: National and subnational institutions in Cambodia have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and nutrition targets by 2030

62. The 2017 MTSR highlighted that governance of the food security and nutrition agendas is a critical area for priority investment if the country is to achieve the SDG 2 targets by 2030. WFP aims to contribute to the strategic orientation of the NSFSN for 2019–2023 and the NSPPF; coordinated planning, implementation and joint accountability with inclusive and equitable national and subnational participation; and infrastructure and improved capacities for information management in support of the 2030 Agenda. WFP aims to offer advanced analytical insights in food security, nutrition and social protection that help target the women, men, girls and boys who are left behind.

Focus areas

63. This strategic outcome focuses on root causes, particularly those that hamper successful coordinated efforts to achieve the SDG targets.

Expected outputs

64. The three outputs under this outcome aim to strengthen the capacities of national institutions and stakeholders through existing coordination and consultation platforms such as the Technical Working Group on Food Security and Nutrition and the Social Protection Council. They will also contribute to the successful achievement of strategic outcomes 1, 2 and 3 under this CSP. The outputs are as follows:
- Vulnerable communities (tier 3) benefit from effective monitoring of risks and shocks, food security and nutrition dynamics and progress on the SDGs, which is carried out by national and subnational institutions using tailored digital platforms and used to inform effective actions for improving access to food and fostering robust food systems.
 - Vulnerable communities (tier 3) benefit from harmonized action planning, resourcing and monitoring of food security, nutrition and social protection interventions, which are implemented through strengthened multisectoral national and subnational coordination platforms and aim to improve food security and nutrition.
 - Cambodians (tier 3) benefit from food security, nutrition and social protection strategies and action plans that are well informed by the latest knowledge and that improve food security and nutrition.

Key activities

Activity 4. Develop and integrate digital information systems and provide technical assistance in their use to government officials and their counterparts

65. WFP will work with national institutions to develop technological solutions that encourage real time information management, facilitate data analytics and inform effective and timely decision making. WFP will partner with government counterparts to develop, customize and maintain digital information systems using PRISM to break information silos and support timely and effective policy and programmatic action. Information will be disaggregated by age, sex and disability status, as appropriate. In addition to human centred design, tool development and execution, WFP will provide end-to-end support, including user familiarization and training.
66. WFP will develop tailored solutions directly with the Council for Agricultural and Rural Development and the National Institute of Statistics, as well as with the Ministry of Education, Youth and Sport (strategic outcome 1), the Ministry of Agriculture, Forestry and Fisheries and the National Committee for Sub-National Democratic Development (strategic outcome 2), the National Committee for Disaster Management and the Ministry of Planning (strategic outcome 3). WFP will work in close collaboration with the Ministry of Posts and

Telecommunications to ensure that all digital solutions are fully aligned with government policies, legislation and digital infrastructure. WFP will broker public-private collaboration on state of the art technology solutions.

Activity 5. Provide technical, coordination and organizational assistance to the Government and other food security, nutrition and social protection actors at the national and subnational levels

67. In collaboration with the Council for Agricultural and Rural Development and the Social Protection Council under the Ministry of Economy and Finance, WFP will undertake analyses of food security, nutrition and social protection parameters, integrating gender and age; mobilize evidence and knowledge in support of the formulation and execution of national strategies and policies; and assist in the monitoring of progress made against SDG 2 targets. WFP will employ a lifecycle approach to advocate for the nutrition needs of school-aged children and adolescent girls. WFP will help to develop food price data systems and food security and nutrition dashboards and bulletins and produce knowledge products in such areas as food security, climate change, nutrition, urban vulnerabilities, migration.
68. WFP will work in close collaboration with the National Institute of Statistics to enhance national capacities for food security and nutrition data collection and analysis, considering multiple dimensions affecting access to nutritious food and social protection such as disability, age and gender inequalities, as well as translation into national strategies and subnational action.
69. Through existing collaboration with the Scaling Up Nutrition (SUN) United Nations and civil society networks, and development partner forums, WFP will support shared learning and inform national policy and planning through national food security and nutrition platforms, building on experience with activities such as rice fortification, convenient foods in schools and resilient, nutrition-sensitive and gender-equitable food systems. Leveraging its local supply chain contacts and its global role in the SUN Business Network, WFP will assist in brokering the involvement of the private sector in pursuit of national food security and nutrition targets.

Strategic outcome 5: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year

70. WFP will leverage its expertise to address supply chain challenges in Cambodia that result in inefficiencies in the handling of food and non-food items among humanitarian and development partners that hamper the effectiveness of their interventions. WFP's collaboration with the parastatal organization Green Trade also offers efficiencies in the national response to emergency situations through the coordinated management of rice stocks in WFP's facilities in Phnom Penh and Siem Reap.

Focus areas

71. This strategic outcome focuses on resilience and positions WFP to quickly enter into relief mode if and when required.

Expected outputs

72. This outcome will be achieved through the following output:
 - Crisis-affected and other vulnerable people (tier 2) benefit from the provision of operational readiness and supply chain services to development and humanitarian partners to facilitate programme implementation.

Key activities

Activity 6. Provide on-demand supply chain services to other United Nations agencies and humanitarian actors

73. WFP will provide supply chain services to national partners including United Nations agencies and humanitarian actors, including but not limited to the procurement of food and non-food items, cargo handling, road transportation, warehouse storage and management. WFP will support the United Nations business operations support reforms and engage with development and humanitarian partners to identify supply chain gaps for which support can be provided. WFP will maintain warehouse space and services and transport capacities so that it is able to respond in case of an emergency (strategic outcome 3).

3.3 Transition and exit strategies

74. Given Cambodia's trajectory towards becoming a middle-income country (2030) and graduation from least developed country status (2028), and its increasing domestic investment in the social sector, it is anticipated that beyond 2023 WFP will focus primarily on capacity strengthening, brokering partnerships and supporting the systemic replication and scaling of effective intervention strategies to ensure that local food systems and social protection mechanisms can equitably provide for women, men, girls and boys. WFP will work towards systemic approaches that can be fully managed and financed by the Government. To support the Government in its pursuit of national SDG targets, WFP will assume an advisory role, on request from the Government, to ensure high quality nationally owned school meals, effective disaster risk reduction, and sustainable food systems and address persistent malnutrition.

4. Implementation arrangements

4.1 Beneficiary analysis

75. Under the CSP WFP will provide school meals to 389,300 schoolchildren (190,500 girls and 198,800 boys). During the first year, 42,000 household members of children receiving take-home rations will also benefit. Direct beneficiary numbers will drop substantially over the five years of the CSP as WFP shifts to providing technical assistance and the Government increases its direct management of the school meals programme.
76. School meals will also increase the dietary diversity of the households and communities of the children who receive them and provide reliable incomes for those who sell the food products from which the meals are made. Cooks and community members involved in the planning and implementation of the programme will benefit from capacity enhancement and empowerment opportunities; the equal participation of men and women will be encouraged. Smallholder farming communities and traders will benefit from enhanced infrastructure, information systems developed and capacities strengthened through activity 2.
77. National and subnational institutions with which WFP will collaborate will benefit from improved human and institutional capabilities, information management systems, knowledge products and coordination mechanisms across all activities. Improvements in national capacities will thus benefit many more people than those counted in table 1.
78. Beneficiaries of WFP's third-party supply chain services include actors in the humanitarian response platform as well as development partners and national public and private sector counterparts.
79. The CSP will prioritize areas in the country that are disproportionately affected by food insecurity, malnutrition, chronic and transient shocks and stresses and other concerns such as multidimensional poverty and multiple overlaying deprivations. WFP will undertake

periodic analyses to inform national priority setting for SDG targets, with the aim of leaving no one behind, and target its CSP activities accordingly.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (ALL YEARS)⁴⁹

Strategic outcome 1, activity 1		Girls	Boys	Women	Men	Total
Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding.*	School meals	115 400	120 200	-	-	235 600
	HGSF	75 400	78 340	-	-	153 740
	Take-home rations	9 050	10 150	11 950	10 850	42 000
Total without overlap**		196 700	205 140	11 950	10 850	424 640

* Technical assistance and capacity support under activities 2–6 will involve no transfers to beneficiaries but will nevertheless benefit communities, households, women and men across the country.

** Overlaps arise from the transition from traditional to home-grown school meals and the overlap between meals and take-home rations.

4.2 Transfers

Food and cash-based transfers

80. WFP will facilitate the provision of daily school meals using food that is procured or sourced in kind by WFP, as well as by providing schools with cash (via recognized government channels) that they can use to purchase food locally. Rations will vary based on the origin of the foods but will adhere to a single set of minimum nutritional standards aiming to optimize dietary diversity and nutritional adequacy. Home-grown school meals will consist of rice, animal products, vegetables, oil and iodized salt, and their cost will be monitored and adjusted in accordance with inflation, prevailing market prices and seasonal fluctuations. The price of a meal will include a reasonable margin to cover logistical and administrative costs for local suppliers and ensure fair profits for all involved. The programme is expected increasingly to move from food to cash-based transfers and to a home-grown approach over the five years of the CSP, thus enhancing the diversity of the food basket and alignment with local dietary preferences while boosting local markets and smallholder agricultural trade.
81. Take-home rations will include fortified rice and vegetable oil sourced from the United States of America and will match the value of a Cambodian Government scholarship of USD 60 per year; they are distributed twice in ten months.
82. Support for sustainable food systems may include cash transfers to commune councils to top up their annual investment programme budgets depending on identified needs. No transfers will be made to individual households.

⁴⁹ Girls and boys are beneficiaries under 18 years old. Due to late-age enrolment and repetition, upper grades in primary schools also include adolescent girls and boys.

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY					
	Strategic Outcome 1, activity 1				
	Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding.				
Beneficiary type	Tier 1	Tier 1	Tier 1	Tier 1	Tier 1
Modality	School meals Food	Home-grown school feeding (full) Cash*	Home-grown school feeding (hybrid) Food/cash*	Home-grown school feeding (lunch) Cash	Take-home rations Food**
Rice	115	115	115	150	10
Canned fish	20	-	-	-	-
Pulses	10	-	-	-	-
Oil	5	5	5	5	1
Salt	3	3	3	3	-
Vegetables	-	30	30	70	-
Meat/fish/eggs	-	20	20	40	-
Total	153	173	173	268	11
total kcal/day	553	523	523	710	307
% kcal from protein	11	10	10	10	9
Cash	-	0.175***	0.111***	0.278***	
Number of feeding days per year	200	200	200	200	300

* Cash will be transferred to schools, not to individual beneficiaries.

** Take-home rations are presented in kg per month; the kcal value is based on five persons per household consuming 10 rations distributed twice in 10 months.

*** USD equivalent of KHR 700, 440 and 1,110 respectively.

The numbers in italics above show the equivalent meal composition breakdown using commodities purchased locally.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	8 047	3 187 740
Pulses	506	248 133
Oil and Fats	397	412 865
Other	1 165	2 636 235
Total (food)	10 115	6 484 974
Cash-based transfers		9 474 934
Total (food and CBT value)	10 115	15 959 908

Capacity strengthening including South–South cooperation

83. With a view to supporting Cambodia in achieving SDG 2 and SDG 17, WFP will work in close collaboration with national stakeholders to sustainably strengthen individual and institutional capacities across all five strategic outcomes. A country capacity strengthening matrix will guide and facilitate the monitoring of changing roles and capabilities, taking into account gender considerations to ensure gender-transformative results.
84. Through its liaison offices and centres of excellence WFP will facilitate South–South cooperation between the Government of Cambodia and others such as those of Brazil (with regard to home-grown school feeding) and China (on food reserves and school meals) to exchange knowledge, expertise and lesson learning. With support from its regional bureau the country office will promote collaboration with other countries and networks in the South-East Asia region, including the Association of Southeast Asian Nations (ASEAN), particularly with regard to school feeding, rice fortification, private sector collaboration, shock responsive social protection and innovative technological solutions.

4.3 Supply chain

85. Commodities will be sourced internationally, regionally or locally depending on market availability and donor stipulations. Imported commodities are received at the port of Sihanoukville and transported to storage facilities in Phnom Penh and Siem Reap, where they are further dispatched to project sites using local transport firms. In consultation with the Green Trade Company, WFP will explore the feasibility of direct deliveries by local suppliers to schools, the management of subregional storage hubs and local blending of fortified rice.
86. Cash for local purchases of food by schools will be periodically transferred through government channels into the schools' accounts. With support from WFP and technical partners, and in compliance with government rules and regulations, commune authorities and school administrators will procure food from local suppliers, who will deliver it directly to schools following agreed schedules. Local procurement will reduce long distance food transport, minimizing environmental impact, while promoting sustainable agricultural practices. Quality and safety assurance training will assist suppliers, schools and national authorities in providing oversight. The procurement process will be implemented in a transparent and participatory manner, mobilizing and consulting producers and suppliers from across the community, thus assuring social inclusion and gender equity.
87. WFP will help national and subnational public and private sector counterparts to optimize supply and value chains of agricultural produce where appropriate, and support the management of a food reserve for disaster management.

4.4 Country office capacity and profile

88. Following an organizational readiness exercise undertaken in mid-2018, the country office was restructured to align it with the CSP line of sight and activity portfolio, reflecting a right-sized field presence and increasing strategic and technical collaboration with national counterparts with regard to policy development, programme formulation, institutional and human capacities, analytics and information management and governance of collaborative SDG actions. The country office aims to maximize the use of the expertise, experience and reputation that its team has acquired over time; to enhance gender parity and competencies; to increase the number of national staff in senior leadership roles; and to expand capacities in climate change adaptation, innovative disaster risk reduction strategies and information technologies. The transition to the increased provision of technical assistance will be aided by a professional development plan. Annual reviews will guide continuous alignment of the team's capacities with adjustments to the programme portfolio and resource outlook.

4.5 Partnerships

89. WFP will nurture and reinforce relationships with its lead government counterparts and leverage its subnational presence to strengthen its engagement with decentralized government partners. WFP will engage with the Ministry of Women's Affairs, women's groups, relevant partners and working groups to advance gender equality in food security and nutrition.
90. WFP will continue to be actively engaged in the United Nations Network for SUN and intensify collaboration with United Nations partners, particularly the other Rome-based agencies, to seek complementarities and synergies, including possibly through joint fundraising and programming.
91. Collaboration will be pursued with knowledge partners such as research institutes and universities on evidence creation, the evaluation and analysis of programme results and innovative technological solutions and impact-based forecasts.
92. WFP will broker public-private partnerships and engage more closely with the private sector to leverage expertise and funding. It will work with government authorities and the private sector along the food production, transformation and consumption spectrum, particularly to enhance the availability of fortified rice and access to healthy convenient foods. WFP will also endeavour to identify and work with non-traditional resource partners (e.g., countries that are not members of the Organisation for Economic Co-operation and Development).
93. In view of its increasing focus on technical assistance, WFP will redefine and seek new opportunities for collaboration with cooperating partners on advocacy, community mobilization and participation and national strategy formulation, among other subjects.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

94. Monitoring and evaluation to measure performance against targets under each strategic outcome will be gender-responsive and in line with WFP's Corporate Results Framework (2017–2021). Continuous monitoring will be undertaken using digital platforms to capture changes in real time and allow for quick corrective action. A beneficiary feedback mechanism using voice enabled messaging will allow swift corrections by field staff. Together with key government counterparts, WFP will annually assess progress against national and subnational capacity targets to be outlined in a country capacity strengthening matrix. Quantitative, qualitative and participatory approaches will be developed to ensure that, throughout implementation of the CSP, learning is captured and accountability is ensured. Data will be disaggregated by sex and age, taking into consideration vulnerabilities. Grant specific decentralized evaluations and reviews will be undertaken particularly for school feeding and as per donor requirements. A CSP mid-term review will measure progress and inform mid-course adjustments. An independent country portfolio evaluation will be conducted by the Office of Evaluation in 2022 to inform future strategic direction.
95. WFP will contribute to the monitoring and evaluation of collective results within the UNDAF 2019–2023 and to progress reviews of relevant government strategies, including achievement of the Cambodia SDGs, particularly for the NSFSN for 2019–2023.

5.2 Risk management

Strategic risks

96. At the time of formulating this CSP, the NSFSN and the national strategic development plan for 2019–2023 are not yet available. While the CSP is aligned with the RS-IV 2019–2023, there is a possibility that specific priorities might shift. The country office will maintain close dialogue with Government to ensure alignment with national priorities.
97. WFP will monitor risks such as climate shocks and disasters, political change and economic volatility to mitigate such risks and adapt activities accordingly. WFP will contribute to identifying and addressing systemic conditions that may hinder gender transformation and social inclusion required to achieve food security and nutrition for all.
98. The shifting international funding landscape will place constraints on WFP programme delivery. Collaborative budget development and resource mobilization with national counterparts and exploration of new resources and partnerships will seek to ensure a smooth and gradual transition. WFP will work closely with national counterparts to ensure that food security and nutrition activities are fully embedded within national policies and strategies, thus ensuring sustainability and adequate domestic resource allocation.
99. Strategic human resource management and technical partnerships will mitigate possible risks of limited in-house technical capacity resulting from resource shortfalls.

Operational risks

100. The success of the CSP relies on the ability of national counterparts to take full ownership of programme activities and manage these autonomously, and with adequate accountability. In addition to robust monitoring, WFP will invest in mentoring and coaching of counterparts at all levels, aligning programme approaches with national formal and social accountability frameworks, and optimizing beneficiary feedback.

Fiduciary risks

101. Transparency and accountability will be maintained to mitigate any risks related to possible fraud and corruption that could result in financial and reputational loss.

6. Resources for results

6.1 Country portfolio budget

102. The budget required to implement this CSP is USD 50.24 million, with allocation of resources for gender inclusive and transformative activities. The budget is considerably reduced compared to previous years, reflecting both Cambodia's changing development assistance environment as well as a shift in the country's support needs, away from services delivery towards increasing technical assistance for national policy and programme development and capacity strengthening.

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)

Strategic outcome	2019	2020	2021	2022	2023	Total
1	11 617 291	9 182 487	6 477 300	5 692 160	4 792 310	37 761 548
2	-	1 409 911	1 571 642	1 552 230	1 476 584	6 010 367
3	347 122	458 750	537 524	440 022	477 375	2 260 794
4	782 030	879 167	674 067	643 772	639 157	3 618 193
5	74 028	106 588	113 758	146 827	149 207	590 409
Total	12 820 472	12 036 903	9 374 292	8 475 011	7 534 633	50 241 310

103. School feeding under strategic outcome 1 constitutes 75 percent of the total budget. The requirements reflect a continued shift from traditional to home-grown school meals and gradually reducing geographical coverage. Stressing the transition to government ownership, capacity strengthening funds assume proportionally greater prominence in the budget over time.
104. The budget under strategic outcome 2, at 12 percent, represents joint programme development with national counterparts for initiation in 2020 as part of Cambodia's coordinated climate change, disaster risk reduction and agriculture agendas, complemented with funds aiming to scale successful food transformation initiatives.
105. Strategic outcomes 3 and 4 constitute modest proportions of the budget (4.5 and 7 percent respectively), driven mostly by the costs of capacity strengthening activities. Budget trends reflect early investments in information systems infrastructure and formulation of knowledge products, sustained human capacity development over the course of the CSP, and gradual transition towards national direct management of programmes and coordination platforms.
106. The budget for strategic outcome 5 is based on costs required to meet third party services demand.
107. It is anticipated that in 2019–2023 at least 12 percent of the budget will be dedicated to gender equality activities.

6.2 Resourcing outlook

108. Cambodia's considerable economic growth and graduation to lower-middle-income country status is accompanied by a reduction in overseas development assistance, transition to development loans, and growing foreign direct investment. Domestic financing, including for social sector investments, is increasing following annually growing tax revenues. Private sector plays increasingly important roles in financing of productive sector activities.

6.3 Resource mobilization strategy

109. Resource mobilization will be strategized in collaboration with Government partners to ensure harmonization with national priorities and coordination efforts, and alignment with domestic resource allocation. Jointly developed funding proposals, formally endorsed or submitted by government, will inform WFP's future resource forecast. While traditional donor support is reducing, the international private sector will offer continuity while new avenues for financial and/or technical assistance are opening up within the region and from global funds and foundations. Under the new UNDAF concerted efforts are made to mobilize joint funds while close partnership with the World Bank, Rome-based agencies and the United Nations Network for SUN seeks to attract and pool resources for greater efficiencies and effectiveness.
110. A partnership action plan will guide engagement with resource partners, maximizing WFP's comparative advantage and contribution to SDG 2 and 17 in Cambodia, while maintaining routine transparency on CSP investments and results.

ANNEX I**LOGICAL FRAMEWORK FOR CAMBODIA COUNTRY STRATEGIC PLAN (2019–2023)**

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: Vulnerable communities in Cambodia have access to nutritious, safe, diverse, convenient, affordable and preferred foods by 2025

Outcome category:

Maintained/enhanced individual and household access to adequate food

Nutrition sensitive

Focus area: root causes

Assumptions

Sufficient government and donor resources committed for social protection activities, including home-grown school feeding (HGSF) programme.
Market prices remain stable.

Outcome indicators

Dietary Diversity Score

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Retention rate

Zero Hunger Capacity Scorecard

Activities and outputs

1. Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding (SMP: School meal activities)

Primary and pre-primary schoolchildren (tier 1) receive nutritious meals through a nationally owned school meals programme that supports their basic food and nutrition needs and contributes to improved educational outcomes. (A: Resources transferred)

Primary and pre-primary schoolchildren (tier 1) receive nutritious meals through a nationally owned school meals programme that supports their basic food and nutrition needs and contributes to improved educational outcomes. (B: Nutritious foods provided)

Primary and pre-primary schoolchildren (tier 1) receive nutritious meals sourced from local producers to improve their dietary intake and promote healthy eating habits. (A: Resources transferred)

Primary and pre-primary schoolchildren (tier 1) receive nutritious meals sourced from local producers to improve their dietary intake and promote healthy eating habits. (B: Nutritious foods provided)

Local food producers and suppliers, particularly women (tier 2), benefit from reliable, predictable food sales to home-grown school-feeding initiatives, which provide improved income-earning opportunities and contribute to increased affordability of diverse diets. (F: Purchases from smallholders completed)

The households of children in primary and pre-primary schools (tier 2) benefit from their children receiving daily school meals, which reduces the economic burden on the households and improves the overall affordability of a nutritious diet. (A: Resources transferred)

Primary and pre-primary schoolchildren (tier 2) benefit from improved capacities of the private sector, the Government and micro- and small-scale entrepreneurs, particularly women, to provide alternative options for safe, nutritious and convenient foods, thus improving diets. (C: Capacity development and technical support provided)

School-aged children (tier 2) benefit from improved capacities of government counterparts at the national and subnational levels to adopt national home-grown school feeding programmes that improve access to affordable, nutritious diets all year round. (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 2: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition sensitive

Focus area: resilience building

Assumptions

The political and economic environment in Cambodia remains stable.
Resources can be mobilized to ensure the sustainability of the activity.

Outcome indicators

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Zero Hunger Capacity Scorecard

Activities and outputs**2. Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation (CAR: Climate adaptation and risk management activities)**

Smallholder farming communities (tier 2) benefit from small-scale infrastructure and facilities that enhance resilience and facilitate climate-adapted, nutrition-sensitive food production. (L: Infrastructure and equipment investments supported)

Smallholder farming communities (tier 2) benefit from better access to information and skills that foster the production of a climate-adapted, nutritious and diverse food supply for local markets. (C: Capacity development and technical support provided)

People in Cambodia (tier 3) benefit from the strengthened capacity of the private sector, the Government and small- and medium-scale entrepreneurs, particularly women, to replicate promising practices in food transformation that make affordable, safe, nutritious foods available. (C: Capacity development and technical support provided)

Vulnerable communities in Cambodia (tier 3) benefit from the enhanced integration of strategies for equitably improving food security and nutrition, climate change adaptation and disaster risk reduction into commune development plans that support climate-resilient food systems at the local level. (C: Capacity development and technical support provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 3: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025

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

Nutrition sensitive

Focus area: resilience building

Assumptions

The national authorities and stakeholders continue to recognize the humanitarian response forum as a partner for emergency preparedness and response.

Outcome indicators

Emergency Preparedness Capacity Index

Activities and outputs

3. Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination (EPA: Emergency preparedness activities)

Vulnerable communities (tier 3) benefit from enhancement of the instruments, systems and skill sets of national and subnational institutions for effectively safeguarding food systems through existing disaster management mechanisms. (C: Capacity development and technical support provided)

Vulnerable communities (tier 3) benefit from greater integration of systems for increasing the shock responsiveness of social protection mechanisms, including food reserves, at the national and subnational levels [C], leading to timely disaster response and access to adequate food in times of crisis. (C: Capacity development and technical support provided)

Vulnerable communities (tier 3) benefit from the use of enhanced analysis of climate impact trends and adaptation/mitigation models by national and subnational institutions, leading to more climate-smart food systems. (C: Capacity development and technical support provided)

Strategic outcome 4: National and subnational institutions in Cambodia have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and nutrition targets by 2030

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

Nutrition sensitive

Focus area: root causes

Assumptions

The SUN network continues to be the main coordinating body in country for nutritional issue. National and subnational institutions continue buy-in into system strengthening activities.

Outcome indicators

User satisfaction rate

Zero Hunger Capacity Scorecard

Activities and outputs

4. Develop and integrate digital information systems and provide technical assistance in their use to government officials and their counterparts (CSI: Institutional capacity strengthening activities)

Vulnerable communities (tier 3) benefit from effective monitoring of risks and shocks, food security and nutrition dynamics and progress on the SDGs, which is carried out by national and subnational institutions using tailored digital platforms and used to inform effective actions for improving access to food and fostering robust food systems. (C: Capacity development and technical support provided)

5. Provide technical, coordination and organizational assistance to the Government and other food security, nutrition and social protection actors at the national and subnational levels (CSI: Institutional capacity strengthening activities)

Vulnerable communities (tier 3) benefit from harmonized action planning, resourcing and monitoring of food security, nutrition and social protection interventions, which are implemented through strengthened multisectoral national and subnational coordination platforms and aim to improve food security and nutrition. (M: National coordination mechanisms supported)

Cambodians (tier 3) benefit from food security, nutrition and social protection strategies and action plans that are well informed by the latest knowledge and that improve food security and nutrition. (C: Capacity development and technical support provided)

Strategic Objective 5: Partner for SDG results

Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs

Strategic outcome 5: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year

Outcome category: Enhanced common coordination platforms

Focus area: resilience building

Assumptions

Development and humanitarian partners in Cambodia have sustained or increased demand for supply chain services throughout the CSP to make it financially viable.

Outcome indicators

User satisfaction rate

Activities and outputs

6. Provide on-demand supply chain services to other United Nations agencies and humanitarian actors (CPA: Service provision and platforms activities)

Crisis-affected and other vulnerable people (tier 2) benefit from the provision of operational readiness and supply chain services to development and humanitarian partners to facilitate programme implementation. (H: Shared services and platforms 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 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 receiving assistance without safety 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

REVIEW

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1, SDG target 2.1	Strategic Result 4, SDG target 2.4	Strategic Result 5, SDG target 17.9	Strategic Result 5, SDG target 17.9	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Transfer	25,821 410,531,801	3,655 335,645,072	1,641 ,032	2,806 036,785,357	410,793	34——334 605,014,054
Implementation	5,077 587,367,196	1,488 063,198,326	193,152	441 402161,781	65,980	6——665 883,986,435
Adjusted direct support costs	4,557,855	800,140	288,628	450,227	77,602	6,174,451
Subtotal	35,456 ,852	5,643,537	2,122 ,811	3,397,365	554,374	47,174,939
Indirect support costs (6.5%)	2,304,695	366,830	137,983	220,829	36,034	3,066,371
Total	37 761 548	6 010 367	2 260 794	3 618 193	590 409	50 241 310

Acronyms used in the document

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
MTSR	mid-term and strategic review
NGOs	non-governmental organizations
NSFSN	National Strategy for Food Security and Nutrition
NSPPF	National Social Protection Policy Framework 2016–2025
PRISM	Platforms for Real-time Information Systems
RS-IV 2019–2023	Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase IV
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDAF	United Nations development assistance framework
UNICEF	United Nations Children's Fund