



WFP EVALUATION

Evaluation of Cambodia WFP Country Strategic Plan 2019-2023

July 2023

Informal Consultation



World Food Programme

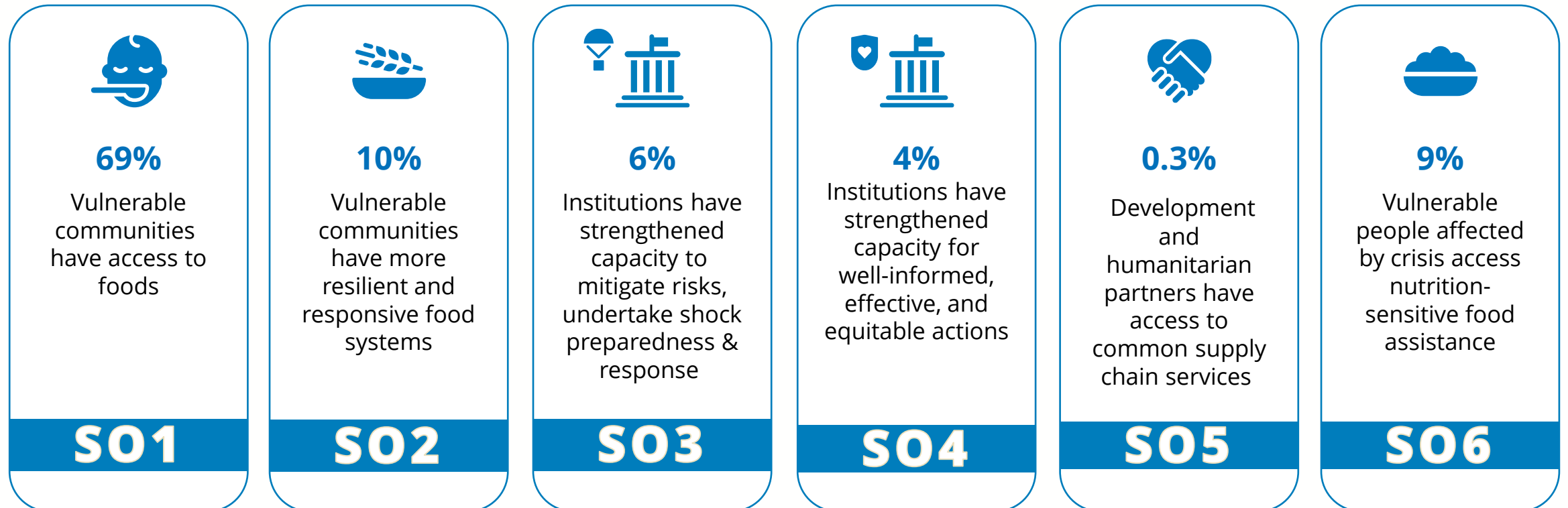
SAVING
LIVES
CHANGING
LIVES

WFP CSP 2019-2023

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

Six Strategic Outcomes

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



Methodology



Mixed methods

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

Ethical safeguards & gender considerations integrated

FINDINGS

Relevance & strategic positioning focus



Well aligned with national priorities; strategy & programme frameworks



Relevant to the needs of the most vulnerable in Cambodia



Externally coherent and aligned (UN priorities)



Adaption to evolving context and changing needs

Contribution to strategic outcomes

SOCIAL PROTECTION PILLAR



SO1 school feeding: successfully implemented - though capacity gaps remain



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

INTEGRATED RISK MANAGEMENT PILLAR



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



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



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

FOOD SECURITY AND NUTRITION PILLAR



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

Integration of cross cutting issues



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



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



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



Humanitarian Principles - adhered as relevant

Cost efficient use of resources



Timely - despite COVID-19 disruption



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



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

Factors explaining performance



Successes in mobilising more resources vs earmarking



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



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

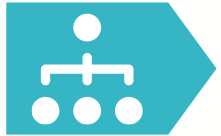


Staff skills and structure - adapted for strategic realignment but hindered delivery

Conclusions (i)



Strong strategic alignment with national priorities despite socio-economic challenges



CSP a suitable strategic framework but silos hindered cross-fertilization



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



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

Conclusions (ii)



Strong partnerships with government - opportunities to ensure sustainable results



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



Future opportunities for more sophisticated integration of cross cutting issues

Recommendations

1

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

2

Build evidence-based systems and structures for CSP implementation

3

Develop an overall partnership strategy

4

Build an overarching conceptual framework for support to government

5

Strengthen and mainstream cross cutting issues