

Cambodia: An evaluation of WFP's Portfolio (2011 - 2017)

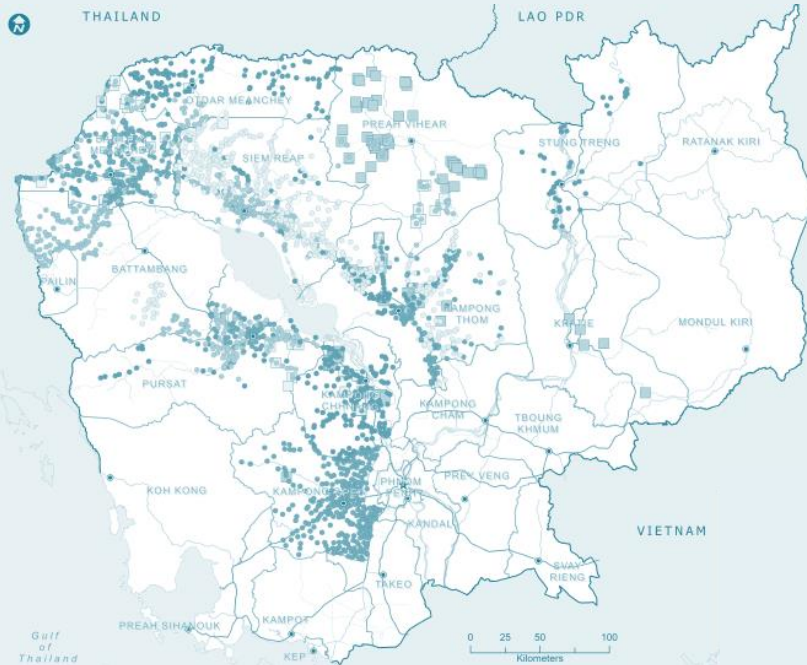
WFP Office of Evaluation

February 2018



World Food Programme

Overview of Evaluation



- ✓ Covered the country strategy and WFP operations 2011 to 2017
- ✓ Assessed strategic positioning, quality of strategic decision-making and results
- ✓ Visits to project sites and interviews and focus group discussions with more than 400 stakeholders
- ✓ Provides evaluative evidence inform design of the country strategic plan.
- ✓ Learning on WFP's work in middle income countries

Cambodia context



- Cambodia lower-middle income status 2016
- Decrease in donor funding
- 14 percent of people live in poverty
- 32 percent of children under five are stunted
- Employment opportunities remain limited
- Significant cross-border migration, increasingly by women
- Highly vulnerable to natural shocks



WFP Portfolio



WFP's interventions:
Country Programme;
two emergency
operations; a trust
fund (Humanitarian
Response Forum) and
bilateral research
(rice fortification)



WFP operations
prioritise communities
along the Tonle Sap
basin in the flood-
prone centre of the
country



Total
(planned)
budget
2011-2016
USD 203.8
million



CP and EMOP
received 59 and
53 percent of
their total
requirements

A horizontal banner with a dark teal background. On the right side, there is a faint, light-colored world map showing the continents. The text "Evaluation Findings" is written in a white, serif font on the left side of the banner.

Evaluation Findings

Evaluation findings

Q1. Alignment & Strategic Positioning



Portfolio has been highly strategic and supports the Government's priority development sectors

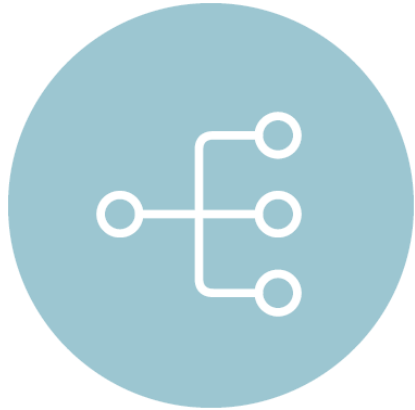
Interventions aligned with corporate guidance, and relevant to international development and humanitarian standards

The portfolio strategically aligned with United Nations Development Assistance Framework

Country Office has strong partnerships with the Government and participates in key national decision-making fora

Evaluation findings

Q2. Factors & quality of strategic decision-making



- Close collaboration with the Government to conduct assessments to inform Government policy, planning and goals and programme design
- Response strategies developed through stakeholder consultation
- WFP is increasing efforts as a strategic partner

Evaluation findings

Q3. Portfolio Performance & Results



- ✓ Beneficiary targeting was appropriate and reached the most vulnerable
- ✓ The operations reached 67 percent of planned beneficiaries overall
- ✓ Direct implementation of the nutrition component ended in 2014
- ✓ Food Assistance for Assets has been reduced due to resource constraints
- ✓ Government is slowly taking ownership of School Meals Programme



- ✓ Monitoring data is reliable and accessible
- ✓ Outcome indicators show strong achievement in the number of partner organisations engaged and project activities implemented with partners
- ✓ The country portfolio attained targets for gender equality in terms of participation. Gender equality is hindered by strong traditional roles and low public awareness.

Conclusions



Conclusions

Relevance, Coherence and Appropriateness



- ✓ Overall, the country portfolio is well implemented despite challenging funding and political environment
- ✓ Portfolio was well aligned with Cambodia's current policy framework and development priorities
- ✓ The transitional interim CSP positions the Country Office in a capacity development and technical assistance role
- ✓ Synergies through partnerships were appropriate
- ✓ The country portfolio aptly reflects WFP core humanitarian principles

Conclusions

Efficiency



- ✓ WFP's operations were efficient
- ✓ Country Office activities and outputs generally of high technical quality and high strategic relevance
- ✓ Beneficiary targeting was efficiently conducted with the Ministry of Planning (MoP)
- ✓ Despite trade-offs in geographic targeting, beneficiary targeting remains aligned with the principle of humanity

Conclusions

Effectiveness



Education: Outcome targets under school meals were almost all met or exceeded. The SMP is acknowledged as an effective social safety net



Nutrition: The effectiveness of the nutrition programme was challenged by funding constraints, low government capacity at local level and Government prioritization of SAM treatment



Productive Assets and Livelihood Support (PALS): Activities created improved access to infrastructure and services, increased agricultural productivity and reduced indebtedness, but insufficiently linked to Government asset investments

Conclusions

Impact and Sustainability



- ✓ Importance of WFP technical support to the government to develop plans and strategies that support poverty reduction, nutrition, and resilience is confirmed
- ✓ Improved disaster response capacity at the national level and ensured the sustainability of the school feeding initiative
- ✓ The engagement under nutrition was reformulated from direct service delivery to capacity strengthening and coordination.

A horizontal banner with a dark teal background on the left and a lighter teal background on the right. The lighter teal background features a faint, stylized world map. The word "Recommendations" is written in white serif font on the dark teal part of the banner.

Recommendations

Operational Recommendations



The evaluation made two operational and four strategic recommendations

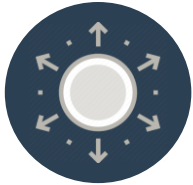


Organize a sense-making workshop to consolidate results of numerous assessments/studies to integrate into the Strategic Review/CSP process



Develop a range of information products and knowledge management strategies that consolidate the Country Office's technical and financial contributions

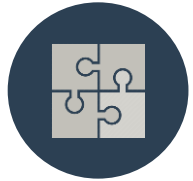
Strategic Recommendations



Strengthen support to the decentralisation process by examining a variety of models to strengthen sub-national capacities



Rationalize and right-size Country Office staff capacity for its new institutional role



Right-size the portfolio to fit Country Office capacity and resource outlook



Define required support from Headquarters and the Regional Bureau for the Country Office's programmatic and institutional transition process