

OPERATION EVALUATION

Cambodia, Country Programme 2011-2016, CP
200202: An evaluation of WFP's Operation (2011-
2013)

Management Response

[August, 2014]



World Food Programme

wfp.org

Management response cleared by:

Country Director: Gianpietro Bordignon, 8 August 2014

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1: Create a handover plan. With government partners, the CO should create a well thought out handover plan to move forward towards nationally owned programmes in order to facilitate the CO's transition from implementer to enabler of national ownership and capacity, as per the objectives of the CPAP and in line with WFP's Strategic Plan 2014-2017. This will clarify WFP's evolving role and targeting of its limited resources to its partners and provide information to assist in the government's strategic planning. The handover plan should include the following elements, amongst others: steps to strengthen the school feeding strategies, nutrition strategies and component synergies, as found in Recommendations 2, 3 and 4 below.</p>	Accepted, as per actionable points stated	<p>The CO will continue to work with the Ministry of Education Youth and Sports (MoEYS) to finalize and implement the School Feeding Road Map, which acts as a hand-over strategy to gradually move from a WFP managed School Feeding project to a national and Government owned School Feeding programme.</p> <p>Nutrition: The CO will support the Government in its implementation of the Fast Track Road Map for improving Nutrition, and continue to develop a new model for stunting prevention. To this extent, a local fortified Ready to Use Food (RUF) product will be developed for stunting prevention.</p>	Programme	Dec 2014 Ongoing mid 2015 Dec 2014	Y

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<p>Recommendation 2: Strengthen School Feeding Strategies Joint efforts by the MoEYS and WFP have contributed to develop and implement a high-impact School Feeding Programme. Nevertheless, national ownership of the programme still has to be improved. As per the School Feeding Roadmap and the revised WFP School Feeding Policy, WFP should assist with the formulation of a national school feeding policy and the development of a national school feeding programme. To help support the formulation of these, the CO will need to mobilize resources and seek the necessary technical assistance to support the government in its implementation of the School Feeding Roadmap. This recommendation should be implemented by the CO in coordination with relevant government bodies, notably the Ministries of Education, Health, Agriculture, Social Affairs and CARD, the WFP Regional Bureau (OMB), WFP HQ, and other external parties, such as the</p>	Accepted, as per actionable points stated	<p>The CO has been working with the Government on a National School Feeding Programme for a number of years and has already achieved significant milestones. The CO will continue support the Government in the development of a national school feeding programme. As a step to national ownership, WFP will continue to advocate with the MoEYS for opening up a budget line in support of a national School Feeding programme.</p> <p>A Home Grown School Feeding pilot is planned for the 2014-15 school year. The MoEYS is increasing its responsibilities for implementation and monitoring in two provinces.</p> <p>CO will advocate for a national school feeding/scholarship policy. Subject to Government's decision, CO will support the formulation of the policy.</p> <p>CO will continue its resource mobilization efforts in support of the SF programme.</p>	Programme / Management	<p>2015</p> <p>start Oct 2014</p> <p>Ongoing</p> <p>Ongoing</p>	N

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Centre of Excellence Against Hunger in Brazil.					
<p>Recommendation 3: Strengthen Nutrition Strategies In view of the serious health problems due to stunting, wasting and anaemia, and their impact on development in Cambodia, and in view of the need to encourage governmental support for the Fast Track Nutrition Road Map, as part of the strategy for the remainder of the CP and into the next CP, WFP should explore opportunities to enhance nutrition education and nutrition messaging with the assistance of partners to strengthen the nutrition knowledge of teachers, students, health system staff and communities. WFP should also assist through advocacy and provision of relevant inputs towards the development of a</p>	Accepted, as per actionable points stated	<p>WFP will strengthen its collaboration with the School Health department of the MoEYS to increase its focus on nutrition messaging within the School Feeding programme. Nutrition education materials will be developed for this purpose.</p> <p>WFP will include nutrition education and messaging in its new stunting prevention model, as indicated in the CP Budget Revision 5 (April 2014).</p> <p>WFP will continue to advocate for nutrition through its participation in relevant technical working groups and fora (TWG Social Protection, Food Security and Nutrition, TWG Health, Nutrition working group).</p>	Programme	<p>Dec 2014</p> <p>Mid-2015, i.e. upon the formulation of the new stunting model.</p> <p>Ongoing</p>	N

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national nutrition education strategy.					
<p>Recommendation 4: Enhance component synergies Given the limited CO resources which will ultimately lead to further narrowing down of the geographic targeting, strategically link programme components by implementing the three sets of interventions in the same locations as an integrated package wherever possible and particularly as part of the next CP formulation process. This will facilitate the programme management, monitoring and tracking of results. Nutrition and disaster risk reduction (DRR), including climate change, can be highlighted as cross cutting concerns. This strategy will contribute to sustainability for PALS by concentrating resources on a more limited number of resource-poor areas, thus optimizing WFP's management input and promoting the communities'</p>	Accepted, as per actionable points stated	<p>Wherever possible, WFP will implement its three CP activities in the same geographical areas. This consideration will also be taken into account when designing the new CP 2019-2023.</p> <p>PALS targeting will take into account the existing decentralization framework of the NCDD, and particularly the Commune Investment Plan (CIP) and Commune Development Fund (CDF).</p> <p>Through the CLEAR process (i.e. Consolidated Livelihoods Exercises for Analyzing Resilience), the CO will increase focus across components and activities for resilience and adaptation for communities. CLEAR will also enhance synergies with other actors and programmes, (e.g. HARVEST/USAID, research).</p>	Programme/ VAM	<p>Nov 2014- July 2015</p> <p>Quarter 2, 2015</p>	N

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effective usage of the commune funds to build rural infrastructure. The existing decentralization framework of the NCDD (particularly the Commune Investment Plan and the Commune Development Fund (CDF)) can be helpful for identifying a reduced WFP target area, based on the government's and development partners' allocation of the CDF. The more funds available from the government and development partners, the lower the level of support required from WFP.					
<p>Recommendation 5: Improve precision on geographical targeting with the aim of promoting equity and improving indicators. WFP, working with the MoEYS, should improve both the geographical targeting and beneficiary selection procedures for the School Feeding Programme.</p> <p>Although accepting that the SFP is focusing on the most population dense food insecure areas for cost efficiency reasons, for reasons of equity and extending social protection, WFP and MoEYS</p>	Accepted, as per actionable points stated	<p>Scholarship beneficiary selection criteria and guidance will be reviewed to account for the need to narrow down the number of beneficiaries, based on a reduced level of resources.</p> <p>Conditional to an increased Government contribution for expansion into thinly populated poor areas, WFP will conduct a joint assessment study with Government to assess the feasibility and model required for a SF intervention to be implemented by Government, with technical assistance from WFP.</p>	Programme	Oct 2014 Upon receipt of Government funds dedicated to an expansion into new	Y

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<p>should jointly conduct a study, resources permitting, to assess the feasibility of accessing provinces that have the highest incidences of poverty but which are not yet covered by the SFP, to provide support to the most vulnerable children in the form of scholarships in remote and disadvantaged areas. The study would determine the best means of asset transfer (food, cash through the mobile banking system, or vouchers for the scholarships).</p> <p>This study should be undertaken in view of the objectives in the School Feeding Roadmap and the handover of the SFP to the government in 2021. WFP should advocate for increased contributions by the Government to cover these remote areas, with technical assistance from WFP.</p>				remote and poor areas.	
<p>Recommendation 6: Ensure that stunting prevention is tackled not only through specific nutrition programming, but also through nutrition sensitive activities.</p>	Accepted, as per actionable points stated	WFP will continue its involvement in the Nutrition working group and through this support the minimum package activities of the Health system, the non-communicable disease programming and the routine surveillance. Through this forum, WFP will continue to look for	Programme	Ongoing engagement	N

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<p>As a member of the Nutrition and Health Technical Working Group, nutrition mainstreaming is the ultimate goal of WFP's presence and technical expertise. In view of the critical levels of stunting in Cambodia, and the multiple causes of undernutrition, and realizing that the outcomes are not the responsibility of WFP alone, greater immediate efforts are needed in coordination with the Ministry of Health, other relevant ministries, UN and NGO partners and donors, to:</p> <ul style="list-style-type: none"> • Strengthen nutrition linkages in the health sector with minimum package activity, non-communicable disease programming and promotion, and routine surveillance; • Strengthen nutrition programming linkages with WASH, agriculture, commerce (regulation of imports, labelling of fortified food and social marketing, etc.); • Resume a stunting prevention programme 		<p>opportunities for nutrition advocacy and linkages across sectors.</p> <p>Through its engagement in the Nutrition working group, the TWG on Health and on Social Protections, Food Security & Nutrition, and the National Sub-Committee for food fortification, WFP creates linkage across sectors (e.g. agriculture, WASH) and provides technical assistance to the government regarding fortification efforts. Additionally, WFP is developing a locally produced fortified nutritious product for its stunting prevention component.</p> <ul style="list-style-type: none"> - WASH: wells and latrine construction in primary schools. - Hygiene, sanitation, nutrition education and practice in primary schools. - Agriculture: Home Grown School Feeding pilot, and vegetable gardening in primary schools. - Training for cooks in primary schools on food safety, preparation and nutrition. <p>WFP will support a nutrition information system by feeding relevant nutrition data into Government systems.</p>		<p>Ongoing – till mid 2016</p> <p>Ongoing – till mid 2016</p> <p>Ongoing – till mid 2016</p> <p>Ongoing</p>	

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<p>based on the newest model, resources permitting, using the locally developed nutritious product;</p> <ul style="list-style-type: none"> • Encourage governmental support for the Fast Track Nutrition Road Map; • Support a nutrition information system and inclusion of nutrition specific indicators in the NIS, as per the Fast Track Roadmap, to 1) better refine geographical targets, and 2) show evidence of results. • Explore opportunities to enhance nutrition education and nutrition messaging with the assistance of partners to strengthen the nutrition knowledge of teachers, students, health system staff and communities; • Assist through advocacy and provision of relevant inputs towards the development of national nutrition education strategies. Engage in a 		CO will support and contribute to the development of a regional nutrition strategy.		Nov 2014	

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<p>regional WFP nutrition strategy to ensure the cohesion of approaches and scale up of successful initiatives.</p> <p>These actions should be carried out by the CO in coordination with the relevant Ministries, United Nations and NGO partners and the WFP Regional Bureau (OMB).</p>					
<p>Recommendation 7: Enhance collaboration with and use of community resources for outreach and programme implementation.</p> <p>In order to encourage the participation of community representatives and parents in the management of the school meals programme, WFP in coordination with MoEYS should modify the guidelines as soon as possible regarding the food delivery and the day-to-day distribution system at school level such as allowing community representatives to be entitled to sign waybills, have access to records from the storekeeper and assist the cooks in preparing the daily meals; this encourages</p>	Accepted, as per actionable points stated	<p>WFP will modify the SM programme guidelines regarding food distribution in schools. Concretely, a community representative will be asked to co-sign the waybill and will have access to records and the food store to oversee the programme at school level.</p> <p>Communities will be requested to contribute to the programme by providing an incentive for the community cook.</p> <p>Communities will be encouraged to continue contributing by providing firewood, condiments and vegetables and labour (cooks).</p> <p>PALS: Participation in PALS draws upon community participation in identifying participants. This is done on voluntary basis for all eligible, i.e.</p>	Programme	<p>Oct 2014</p> <p>2014-15 school year</p> <p>Done</p>	N

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increased community engagement and aids sustainability. Community participation could potentially help with refining household targeting, especially for PALS, and the use of community volunteer networks could provide outreach and support for poor mothers and children to help them participate in health and nutrition programmes.		IDPoor households for CFA and IDPoor and other poor households for FFA. Community participation is integrated into the CFA/FFA design through the 'public meeting' before the start of the works. Nutrition: Community outreach will be considered in the design of the new stunting prevention model.		Mid-2015, i.e. formulation of new stunting prevention model	
Recommendation 8: Continue to invest in studies and research as evidence for programme design. Studies conducted by WFP and joint studies have contributed effectively to knowledge required to effectively plan programmes. Realizing that studies may take considerable resources, joint implementation with relevant ministries, and other NGOs and partners could be an effective means to support them. The evaluation has identified areas where further research is needed to base effective programme planning. For example, a study on	Accepted, as per actionable points stated	WFP will conduct a gender study in preparation of the formulation of new models and the new Country Programme. WFP will support and contribute to the inclusion of a micronutrient module to the 2015 Demographic Health Survey and will contribute to additional micronutrient studies to better understand the micronutrient situation in country. WFP will continue to work on fortified rice operational research and piloting.	Programme	Mid 2015 Mid 2015 Mid 2015	Y

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community based gender issues related to programme participation can help to strengthen programme design, monitoring and reporting. Further evidence is needed to promote understanding of the nutrition and health situation, and further studies on the effectiveness and efficiency of cash based transfers as opposed to in-kind food.		WFP is finalizing the WB-MoEYS-WFP Food versus Cash Scholarship research.		Dec 2014.	