



CAMBODIA TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN (2018)

Duration (starting date – end date)	1 January 2018- 31 December 2018
Total cost to WFP	US\$ 18,319,509
Gender and Age Marker Code	

EXECUTIVE SUMMARY

Current economic growth has allowed Cambodia to attain lower-middle-income country (LMIC) status; annual growth continues to be projected at seven percent while poverty reduced to 13.5 percent. However, human capital development and economic sustainability lag behind, thus delaying the graduation from the UN’s least developed country (LDC) rating. Gender inequality persists in Cambodia with the Gender Inequality Index (GII) ranking 112 out of 160 countries in 2015.

Despite economic progress, 14 percent of households continue to consume less than the minimum dietary energy requirement, while 11.6 percent have inadequate dietary diversity. Among children, 32.4 percent are stunted and 9.6 percent are wasted; micronutrient deficiencies affect large portions of women and children.

WFP Cambodia’s Transitional Interim Country Strategic Plan (TICSP) 2018 consists of components of the Country Programme (CP) 200202 and complementary activities funded through trust-funds and allocations from global and regional grants. The CP, which was initiated in July 2011, was extended by Executive Board approval in February 2016 until the end of 2018.

The TICSP aims to contribute to the Government’s vision that “all Cambodians have physical, social and economic access to sufficient, safe and nutritious food, at all times, to meet their dietary needs and food preferences and optimise its utilisation for a healthy and productive life”.

The TICSP seeks to achieve the following strategic outcomes:

- Children in poor and least resilient areas have reliable access to adequate and appropriate nutritious food throughout the year;

- Poor and vulnerable communes benefit from food systems that are more resilient and responsive to seasonal and long-term shocks and stresses;
- National institutions are strengthened for effective, coordinated and harmonised action towards ending all forms of malnutrition by 2030;
- National and local governance institutions and social protection systems are strengthened towards improved services delivery.

The TICSP will contribute to the achievement of the Government's National Strategy for Food Security and Nutrition and the National Strategic Development Plan, both covering the period 2014-2018, sectoral strategies and plans of action, the United Nations Development Assistance Framework (2016-2018), and the Sustainable Development Goals 2 and 17. It is aligned with WFP's strategic results 1, 4 and 5.

The TICSP bridges the year 2018 during which time WFP will work closely with the Government to elaborate new strategies for the period 2019-2023 as well as a longer term agenda 2030. While a new UNDAF will be articulated during this same period, WFP will also work with the EXCOM agencies UNDP, UNFPA, and UNICEF, as well as with Rome based agencies FAO and IFAD to align respective country portfolios. WFP Cambodia aims to present a full CSP at WFP's Executive Board in November 2018.

COUNTRY ANALYSIS

COUNTRY CONTEXT

1. Current economic growth has allowed Cambodia to attain lower-middle-income country (LMIC) status, with GDP per capita reaching USD 1,159.¹ Over the past two decades, the country has seen a significantly reduced poverty rate, from 50 percent in 1992 to 13.5 percent in 2014.² Cambodia achieved the World Bank's Low and Middle Income Countries (LMIC) status in mid-2016, though it is recognised that human capital development and economic sustainability lag behind, thus delaying the graduation from the UN's least developed country (LDC) rating.

2. Gender inequality persists in Cambodia with the Gender Inequality Index (GII) ranking 112 out of 160 countries in 2015.³ Women are increasingly income generators, migrating from rural areas to urban areas to work or starting small businesses from their homes; labour force participation among women is 75.5 percent versus 86.7 percent among men.⁴ The number of women having primary occupation in the private sector is higher than men in many provinces⁵, particularly in the garment sector. However, women are typically employed at lower levels and paid less.

Progress on SDG 2 targets

Access to food

3. Food poverty, measured in consumed kilocalories, reduced from 20 percent in 1993 to 4.1 percent in 2010 and zero in 2014, surpassing Cambodia's Millennium Development Goals (MDG)1 target.⁶ However, the newly proposed Sustainable Development Goal (SDG) indicators suggest that 14 percent of households continue to consume less than the minimum dietary energy requirement (national food balance sheet), while 11.6 percent had inadequate dietary diversity (11.2 and 12.8 percent among male and female headed households respectively).⁷

Nutrition

4. Stunting rates have fallen from 39.9 percent in 2010 to 32.4 percent in 2014; approximately half a million Cambodian children under five are stunted while wasting remains unacceptably high at 9.6 percent; there is no substantial difference between boys and girls. Micronutrient status among children remains precarious. While 29 percent of children are affected by marginal vitamin A levels, 57 percent of under-fives suffer from anemia, 68 percent have poor serum zinc levels, and 33 percent have marginal vitamin D deficiency. Only 67 percent of rural households use iodised salt. Two out of three children aged 6-23 months do not have access to timely, appropriate, nutritionally adequate and safe complementary food. Total mortality rate of children under five is 35 per 1,000 live births of which malnutrition contributes 12.3 percent.

5. At these levels, malnutrition is estimated to cause an annual loss of approximately USD 266 million to Cambodia's gross domestic product or 1.7 percent of annual GDP.⁸ It is important to note that while under-nutrition continues to play an important role in determining population wellness and productivity, over-nutrition is on the rise; while 14 percent of women between 15 and 49 years of age have a body mass index (BMI) below 18.5 (thin), 18 percent are overweight

1 World Bank Open Data: <http://data.worldbank.org/>

2 Cambodia poverty estimate 2014, Ministry of Planning

3 Human Development Report, 2016, UNDP

4 id

5 Commune Database, 2013, Ministry of Planning

6 Cambodia Socioeconomic Survey, historical data, National Institute of Statistics, Ministry of Planning

7 Cambodia Socioeconomic Survey, 2014, National Institute of Statistics, Ministry of Planning

8 Moench-Pfanner et al. 2016. The economic burden of malnutrition among pregnant women and children under the age of five years in Cambodia. Nutrients

(BMI > 25). This double burden is indicative of economic shifts and predicts greater challenges in future, including those associated with non-communicable diseases⁹

Smallholder productivity and incomes

6. Agriculture represents 28.6 percent of the economy and employs 47 percent of economically active men and 44 percent of women¹⁰, a total of 45.3 percent of the workforce¹¹. Most farmers are smallholders with less than two hectares per household.

7. Despite economic growth and current development in urban areas, rural development lags behind. Rural communities, which make up 79 percent of the population, account for most of the country's poor.¹² A significant proportion of Cambodians lives on the brink of poverty; it has been estimated that losing just USD 0.30 a day per person in income would double the poverty rate.¹³ Further, multidimensional poverty affects 33.8 percent of the population (11.4 percent severely), while some 21.6 percent are considered near poor. This means that natural hazards such as storms, floods, droughts or serious illness could profoundly set back fragile livelihoods. A 2016 household resilience survey¹⁴ showed that 13 percent of households acquired additional debts as a result of the 2015/2016 El Nino event, increasing the overall percentage of indebted households to nearly 50 percent. While the poor are often disproportionately effected by shocks, near poor and middle class households are also put under considerable stress.

8. One in four women engaged in agricultural work are paid in-kind or through a combination of cash and in-kind, 68% are paid in cash only, and 8% are unpaid. This compares to 97% of women employed in the non-agricultural sector being paid in cash. Among women working in the agricultural sector, 81% are seasonal workers, as compared with only 10% of those working in the non-agricultural sector.¹⁵ The December 2016 resilience survey found that, despite considerable gender disparities, women make decisions about daily and large expenditures in 82 percent and 66 percent of households respectively.

Sustainable food systems

9. Improvements in the agriculture sector are a key factor behind Cambodia's economic progress; as per the 2008 population census it offers a primary source of income for some 72 percent of the population. Steady increases in paddy production over the past 20 years have resulted in a significant exportable surplus. All but three of the country's 24 provinces are able to meet their own rice needs with their own production.¹⁶ While over 400,000 metric tonnes of milled rice were officially exported in 2013, a significant amount of paddy produced by smallholder farmers is sold via informal channels to Vietnamese and Thai markets.¹⁷ Aiming to increase the amount of domestic value addition, the Government set an export target of one million metric tonnes of milled rice for 2015 and then 2016 but has fallen short of this target in both years

10. As Cambodia is considered one of the most vulnerable countries in Asia to climate change,¹⁸ natural disasters are likely to become more frequent and more intense. Recent climate models for the lower Mekong Basin project temperature increases between 3 and 5 degrees Celsius over the coming decades, while rainfall will increase by 3-10 percent. Seasonality will shift as well,

9 Cambodia Demographic Health Survey, 2014, National Institute of Statistics, Ministry of Planning

10 Cambodia Socioeconomic Survey, 2014, National Institute of Statistics, Ministry of Planning

11 Annual Report, 2015-2016, Ministry of Agriculture, Fisheries and Forestry

12 Cambodia Inter-Censal Population Survey, 2013, Ministry of Planning

13 Policy Note on Poverty Monitoring and Analysis, October 2013, World Bank

14 Household Resilience in Cambodia: A review of livelihoods, food security and health, May 2016, WFP, UNICEF, FAO.

15 Cambodia Demographic Health Survey, 2014, National Institute of Statistics, Ministry of Planning

16 National Strategy for Food Security and Nutrition (2014-2018), page 9-10, CARD

17 World Bank (2014) *Clear Skies: Cambodia Economic Update*. Phnom Penh.

18 Asia and Pacific Disaster Report, 2010, UNESCAP

with the wet season projected to be longer but more intense, and dry season becoming shorter and hotter.¹⁹

11. Cambodia experienced widespread flooding at the end of 2011 and again in 2013, causing extensive damage to livelihoods across affected provinces. Floods completely destroyed 11 percent of the wet season paddy crop in 2011, resulting in losses in household income and assets and substantially increased debt burdens for households.²⁰ While floods in 2013 were less severe, paddy production was also significantly impacted, with an estimated 6 percent of total production lost.²¹ Drought also continues to impact Cambodia and has worsened in recent years. The 2015/2016 El Nino event resulted in losses of more than 20 percent of paddy and cassava crops.²²

12. Climate change is expected to compound and amplify development challenges, stresses and problems in Cambodia, further affecting poor and marginalised people, particularly women and children. Women have disproportionate access to financial resources, land, natural resources, education, health, rights and other development services that are essential for effective adaptation to climate change. For the vast majority of women working in the informal sector and in small enterprises who lack capital and access to credit, information or knowledge, recovering from the devastating effects of environmental disasters is nearly impossible.²³

Macro-economic environment

13. Ranked 143 out of 188 countries on the UNDP 2016 Human Development Index, Cambodia's growth is expected to remain robust at around seven percent, driven by solid performances in garment manufacture, construction, tourism, and production of food and cash crops.²⁴

14. While gross national income averages at USD 1070 in 2015²⁵, real income varies widely; 80 percent of sampled households during the December 2016 resilience survey collectively earned 40 percent of total reported income, while the remaining 20 percent accounting for 60 percent. Female headed households were more likely to be poor compared to male headed households with 30 percent of female headed households occupying the lowest income quintile compared to 16 percent of male headed households. 55 percent of female headed households include two or more income earners compared to 84 percent of male headed households.²⁶

Key cross-sectorial linkages

15. While the strategic outcomes focus on attainment of SDGs 2 and 17, a deliberate efforts is made to contribute to the SDGs on poverty (1), education (4), gender (5), water, sanitation and hygiene (WASH, 6), climate (13), and land (15). Particularly the contribution to SDG 4 on education is pronounced under strategic outcome 1.

16. Cambodia has made good strides in improving primary education programs in rural areas. The net primary school enrolment figure increased from 88 percent in 2002/2003 to 98.4 percent in 2015-2016; 87 and 99.3 percent among girls in respective school years.²⁷ The annual dropout rate has not changed significantly, with primary education stagnating at about 10 percent and lower secondary education at about 20 percent; though not captured at aggregate level, attendance and absenteeism continue to be of particular concern. While the expected years of schooling for the current generation of students are 10.9 (10.1 for women, 11.7 for men), mean years of schooling for those above 25 years of age is low at average 4.7, with women having

19 USAID Mekong ARCC Climate Change Impact and Adaptation Study for the Lower Mekong Basin, 2013, ICEM.

20 Cambodia Post Flood Relief and Recovery Survey, 2012, WFP, UNICEF, ActionAid Christian Aid, Save the Children and NCDM,

21 Cambodia 2013, Post Flood Early Recovery Need Assessment Report

22 Household Resilience in Cambodia: A review of livelihoods, food security and health, May 2016, WFP, UNICEF, FAO

23 Website, 2017, Ministry of Women's Affairs

24 id

25 World Bank Open Data: <http://data.worldbank.org/>

26 Household Resilience in Cambodia: A review of livelihoods, food security and health, December 2016, WFP (unpublished)

27 Education Management Information System, Ministry of Education, Youth and Sports,

attained less schooling at 3.7 years versus 5.5 years among men. The gross primary enrolment rate of 116 percent suggests late enrolment and high repetition.²⁸ Education performance indicators do not substantially differ between boys and girls in primary school; in lower secondary, however, girls are under represented and tend to drop out prematurely due to competing demands for their engagement in domestic and productive tasks following traditional stereotypes and norms.

HUNGER GAPS AND CHALLENGES

17. The 2014 strategic review commissioned by WFP identified structural and institutional challenges to social protection, food security and nutrition: overlapping and fragmented responsibilities; lack of prioritisation/focus on achievable results; mismatch between policy and resource allocation/capacity; lack of effective institutional mechanisms for implementation; and limited private sector engagement.²⁹ The local launch of the Zero Hunger Challenge in mid-2015 saw the Government reaffirm its commitment to eradicating hunger; however, its realisation is constrained by weak institutional capacities in coordination, implementation and monitoring especially at the sub-national level.³⁰

18. A gender review of food security and nutrition policies³¹ highlighted that policies and strategies are not all clearly linked to international and national gender framework, do not consistently have gender mainstreaming action plans and lack robust gender analysis.

KEY COUNTRY PRIORITIES

Government priorities

19. Cambodia's National Strategy for Food Security and Nutrition (NSFSN 2014-18) states the Government's vision as "all Cambodians have physical, social and economic access to sufficient, safe and nutritious food, at all times, to meet their dietary needs and food preferences and optimise its utilisation for a healthy and productive life". This strategic vision is also translated into food security and nutrition targets in the National Strategic Development Plan (NSDP 2014-2018) and the Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase III. Other relevant strategies and policies include the Fast Track Road Map for Improving Nutrition (2014-2020); the National Adaptation Plan for Disaster Risk Reduction (2014-2018); the Five Year Strategic Plan for Gender Equality and Women's Empowerment (2014-2018); the Social Protection Policy Framework (2016-2025); and the Education Strategic Plan (2014-2018).

20. Preliminary findings from the 2016 mid-term review of the NSDP highlight key priority areas for continued investment looking ahead toward 2018 and beyond including poverty reduction and inclusive growth; revitalising agriculture; competitiveness; migration and urbanisation; climate change and deforestation; governance; and human resource development.

21. Further, a national consultation among technical working groups held in early 2017³² highlighted the importance of enhancing inclusion, equity and quality social services delivery to ensure no-one is left behind; reinforced the importance of subnational leadership through continued roll out of the decentralisation and deconcentration process; called for prioritisation, phasing and sequencing of development investments with focus on potential accelerators; stressed the need for strengthened information management through improved statistical capacities and monitoring systems; and called for greater diversification of technical and financial resources, including enhanced engagement of the private sector. The consultation further recommended greater recognition of cross cutting themes as driving principles (in

28 Human Development Report, 2016, UNDP

29 Cambodia: Strategic Review of Food and Nutrition Security Issues for an Emerging Middle Income Country (2014-2018), 2014, Cambodia Development Research Institute

30 Zero Hunger Challenge, 2015, FAO

31 Gender Review of Food security and nutrition policies, 2017, WFP

32 Technical Working Group Network meeting organised by the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia (CRDB/CDC) 6-7 February 2017.

addition to sectoral priorities) for the remainder of the current NSDP and development of its successor.

22. More work is required to analyse the scope and scale of social sector services, including their contribution to reducing multidimensional poverty. Analysing complex vulnerabilities and multiple impact pathways, facilitating the multi- and cross-sectoral nature of services delivery, and understanding realistic planning, budgeting and implementation within a decentralising governance environment will be key towards identifying and integrating suitable hunger solutions that fit the government's development agenda today, and in the near to medium term future.

United Nations and other partners

23. The Cambodia United Nations Development Assistance Framework (UNDAF) 2016-2018 brings the UN into alignment with the Government priorities and policy. Food security and nutrition are covered under two of the three outcome areas: 1) sustainable, inclusive growth and development, and 2) social development, social protection and human capital. The third outcome area focuses on governance and human rights.

24. UN agencies are joining efforts around the mid-term and strategic review of the national strategy for food security and nutrition in mid-2017, managed by the Council for Agriculture and Rural Development (CARD). Not only will this offer robust and harmonised UN support to national strategy development, but importantly, it will facilitate alignment of UN joint and agency specific planning processes in view of national priority setting towards 2030 targets. A joint UN multidimensional poverty analysis will ensure unified interpretation of food security and nutrition challenges in a broader vulnerability perspective.

25. While emergency preparedness and response are not explicitly identified as priority outcome areas under the UNDAF, they are managed as a cross cutting theme, and reported as such in the annual UNDAF report. The UN, under leadership of the Resident Coordinator, mobilises support for the operationalisation of the national disaster law in a consultative approach, including all relevant stakeholders; a new crisis management team is being formulated to address food and other emergency scenarios.

STRATEGIC IMPLICATIONS FOR WFP

WFP'S EXPERIENCE AND LESSONS LEARNED

26. The 2016–2018 UNDAF brings the United Nations into alignment with the Government's Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase III and the NSDP. The UNDAF is based on a Common Country Assessment, which recommended that the United Nations focus its support in Cambodia on equitable growth and social development, decentralisation and local governance, technical assistance for policy development, coherent approaches to nationally owned programming, and leveraging of civil society to reach the most vulnerable groups.

27. The 2014 operational evaluation of CP 200202 highlighted the need for more attention to hand-over roadmaps and strategies, and programme synergies; sharper geographical targeting, greater focus on nutrition-sensitive approaches, and enhanced community engagement; and research to inform national food security and nutrition decision-making.

28. A WFP country portfolio evaluation taking place in mid-2017 (covering the period July 2011-June 2017) will inform further adaptation of programme direction in 2018 and the design of the new CSP beyond 2019.

OPPORTUNITIES FOR WFP

29. WFP's maternal and child nutrition programme was suspended in 2014 given the limited ability of the Ministry of Health to absorb associated services within their routine plan and budget. Alternative approaches towards management of acute, and prevention of chronic malnutrition are considered within the national social assistance framework, with a larger role for the Scaling Up Nutrition and Zero Hunger Challenge coordination platforms under the CARD.

30. While a roadmap towards national school feeding was signed between WFP and the Ministry of Education, Youth and Sports in 2015, national investment in the programme is lagging behind due to competing demands within the sector. Solutions lie in blending the education sector mandated roles and responsibilities with those better covered under other Government institutions, civil society, private sector and the participating communities.

31. Productive assets and livelihood activities have shifted from partnership with the Ministry of Rural Development to implementation through NGOs and local communities in light of competing infrastructure investments by large regional donors. Opportunities are identified in brokering linkages between community needs analysis and initiative, decentralised governance, and macro level standard setting and guidance.

32. While sectoral government counterparts express continued support for programme implementation, interest is increasingly emerging from new corners of Government: the National Committee for subnational Democratic Development (NCDD)'s interest to enhance commune development planning and climate change adaptation; the Ministry of Planning's interest to reposition the poverty registration system and database (IDPoor) for greater access and utilisation by services deliverers at all levels; CARD lead role in advocating for investment in social assistance for disadvantaged groups; and the National Committee for Disaster Management (NCDM) decentralised systems' strengthening for greater response capacity across all sectors.

33. Given the Government reforms across various sectors, and the need to renew strategic direction in 2018, WFP's role in mobilising strategic information and building systems for greater information management constitute an important niche area for continued and expanded partnership with government, national institutions and development partners.

34. WFP and CARD, recognising there is a strong correlation between gender inequality and food security and nutrition, will promote mainstreaming gender into food security and nutrition related policies, in line with the Government's priorities, building on findings of the 2017 review and adequate gender analysis. WFP will ensure that it adequately mainstreams gender considerations across all its direct implementation and capacity strengthening activities.

STRATEGIC CHANGES

35. The portfolio outlined in this TICSP takes into consideration the results of a strategic review undertaken in 2014 and constitutes an extension of the Country Programme 2011-2016 rationalising the scale and scope of the programme in line with reasonable resource forecasts and a gradual transition away from direct implementation.

36. The midterm and strategic review of the NSFSN and the common country assessment for the next UNDAF, both to be undertaken in 2017 in preparation for new strategic direction for government and UN respectively, may guide greater convergence of stakeholders' activities in support of common food security and nutrition targets.

WFP STRATEGIC ORIENTATION

DIRECTION, FOCUS AND INTENDED IMPACTS

37. In 2018, WFP will continue to deliver food assistance to most vulnerable people and households through its school meals and scholarships programme in 9 provinces, and through support to productive assets and livelihoods in 7 provinces. This will be complemented with efforts to strengthen national counterpart capacities in the form of research and situation analysis, information systems building, policy support, and enhancing programme management capacities.

38. Through its existing programme portfolio, the TICSP aims to contribute to achieving corporate Strategic Results 1, 4 and 5: Improved Access to Food, Sustainable Food Systems, and Capacity Strengthening. More specifically the TICSP aims to achieve the following strategic outcomes:

1. Children in poor and least resilient areas have reliable access to adequate and appropriate nutritious food throughout the year;
2. Poor and vulnerable communes benefit from food systems that are more resilient and responsive to seasonal and long-term shocks and stresses;
3. National institutions are strengthened for effective, coordinated and harmonised action towards ending all forms of malnutrition by 2030;
4. National and local governance institutions and social protection systems are strengthened towards improved services delivery.

39. The TICSP addresses root causes of food insecurity and malnutrition through strategic outcomes one and three, while addressing resilience challenges through outcomes two and four. The outcomes are aligned with priorities outlined in UNDAF outcomes 1) sustainable, inclusive growth and development, and 2) social development, social protection and human capital, and aim to contribute to national efforts towards achieving SDGs 2, 17, as well as SDGs 1 (poverty), 4 (education), 5 (gender), 6 (water and sanitation), 10 (equalities), 13 (climate) and 15 (land).

40. In accordance with the 'leave no-one behind' focus of the SDGs, WFP will address social, economic, ethnic, cultural and gender inequalities across its programme portfolio.

STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

STRATEGIC OUTCOME 1: CHILDREN IN POOR AND LEAST RESILIENT AREAS HAVE RELIABLE ACCESS TO ADEQUATE AND APPROPRIATE NUTRITIOUS FOOD THROUGHOUT THE YEAR

Outcome description

41. Following 16 years of school meals programming in Cambodia, in May 2015 WFP and the Ministry of Education, Youth and Sports signed a roadmap towards a national school feeding programme by 2021. The TICSP reflects the transition of the programme in the third (school) year under the roadmap and the path towards its realisation, including advice to the ministry on policies, strategies, institutional structures, programme management, and budget allocation.

42. This strategic outcome contributes to achieving SDG target 2.1 and WFP Strategic Result 1.

Focus Areas

43. This strategic outcome will focus on addressing root causes of food insecurity and malnutrition, and continued fragile education performance in areas with low resilience and high risk of climatic shocks through the implementation of a school meals and scholarships programme.

Expected outputs

44. The food security of pre-primary and primary school children and their families will be assured through the provision of daily meals, and food and cash scholarships, while working with government, civil society and private sector stakeholders to develop programme options that are suited to long term national ownership. School infrastructure and literacy improvement will be supported with a view to holistic support for improved quality education, while building suitable information systems to inform effective education services management (SDG4).

45. Further, in partnership with other actors in this area, WFP will contribute to operationalizing the national social protection policy framework 2016-2025 (SDG1), address social and gender inequalities (SDGs5 and 10), and improve water and sanitation (SDG6). Capacity building and policy coherence are also key targets across programme implementation (SDG17 – SR 5 and 6)

46. Strategic Outcome 1 will be achieved through five outputs which aim to benefit pre-primary and primary school children for improved basic food and nutrition needs (SR1), improved school retention and enhanced quality education for all (SDG4):

- Children in most food insecure areas receive nutritious school meals and food and/or cash scholarships;
- Complementary infrastructure and literacy investments are made in selected schools;
- The national primary school scholarship programme is formalised and expanded;
- Models are developed for a national school meals programme;
- A national primary school monitoring system is rolled out.

Key activities

- **Activity 1** - Provide services delivery, policy and implementation support, technical assistance and evidence-base to the Ministry of Education, Youth and Sports for acceleration of the implementation of the Government's Roadmap towards National School Feeding in 2021.

47. School meals will be provided to pre-primary and primary school children in some 1,100 schools in eight provinces; districts are characterised by chronic food insecurity, low resilience and/or exposure to risks. The programme continues in schools where meals have been provided in previous years while a process of gradual transition will be underway to reduce WFP's implementation role. During 2018, the programme foresees an accelerated roll out of home grown school meals to develop programme models that are aligned with government education sector and decentralisation reforms.

48. Food and cash scholarships will be provided to school children in five provinces. Scholarships will be provided to primary school students in grades four, five and six who have achieved 80 percent school attendance and who are selected from poorest households (identified by their registration in the national poverty identified system).

49. In addition to food and cash based transfers, WFP will work closely with the Government to develop capacities and institutional infrastructure to develop home grown school feeding models, facilitating decentralised food supplies contracts between schools, commune councils and local producers. WFP will transform the existing meal programme to match Government priorities including supporting lunch provision in selected full-day teaching schools; onsite quality and quantity inspection; introducing self-assessment for schools' programme progress; elaborating the ministry's real-time programme information management system; and supporting fortified rice to improve the nutritional value of school meals.

50. WFP will implement the programme in close partnership with the Ministry of Education, Youth and Sports, and its provincial and district offices, the NGOs Plan International, World Vision, World Education, School Aid Japan, and Pour Sourir d'Enfant, and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Close consultation will be maintained with UNICEF, FAO, IFAD and the World Bank to support national policy and strategy development, and assessment, costing and budgeting of suitable models for national school

feeding. The partnerships also seek to enhance literacy, health and nutrition education, and water, sanitation and hygiene (WASH) infrastructure and associated behaviour. Linkages are facilitated to agriculture support organizations to assist small holder producers in their engagement in local procurement of school meal ingredients under the home grown model.

51. Building on the school feeding programme and drawing on global WFP technical expertise, the organisation will assist CARD in the operationalisation of the second National Social Protection Strategy and evidence-based design of appropriate safety net approaches.

52. Partnerships will be explored with private sector to enhance implementation capacities (including food quality and safety assurance) and identify alternative local funding opportunities.

STRATEGIC OUTCOME 2: POOR AND VULNERABLE COMMUNES BENEFIT FROM FOOD SYSTEMS THAT ARE MORE RESILIENT AND RESPONSIVE TO SEASONAL AND LONG-TERM SHOCKS AND STRESSES, PARTICULARLY DURING THE HIGH RISK SEASON.

Outcome description

53. WFP, together with NGO partners, will introduce climate change adaptation (CCA) and shock resilient approaches to rural communities with a view to improve household livelihoods while strengthening commune investment planning for food security and nutrition. Collaboration with NCDD aims to bridge the void between national CCA efforts and commune guidance needs. Strengthened coordination and preparedness capacities at central and decentralised level aim to protect development gains from the impacts of shocks and stresses.

54. WFP will continue to work with CARD, the Ministry of Rural Development, NCDD and NCDM to facilitate integration of best practices into national strategies, and support the Government's decentralisation reforms, the National Adaptation Plan for Disaster Risk Reduction, the Cambodia Climate Change Strategic Plan 2014-2023, and the Disaster Management Law. Under this outcome WFP aims to both promote and protect resilient food systems.

55. This Strategic Outcome contributes to achieving SDG target 2.4 and WFP Strategic Result 4.

Focus Areas

56. WFP will assist vulnerable communes and decentralised government authorities in building climate smart and shock responsive food systems and livelihoods for improved long term resilience.

Expected outputs

57. While focusing on strengthening food systems (SDG 2), this Strategic Outcome also aims to promote climate resilient livelihood promotion and protection (SDG 13). Further, it will also strengthen capacities, policies and partnerships for improved decentralised planning, disaster preparedness and response (SDG17 – SR5 and 6).

58. The outputs will also connect to efforts by development and humanitarian actors in the areas of decentralised social safety nets (SDG 1) through establishment of rice banks; promote social inclusion and gender equality in local planning and productive systems (SDGs 5 and 10); build sustainable water catchment and management approaches, including for domestic use (SDG 6); and contribute to rehabilitation of land allocated under social land concessions (SDG 15).

59. Strategic Outcome 2 will be achieved through six outputs. The first three outputs aim to ensure that food insecure people in targeted areas and across Cambodia will improve their livelihoods and food security, the last three outputs aim to protect lives and livelihoods of vulnerable people in disaster prone areas.

- commune and household assets and skills in selected food insecure areas (SR4, SDG13);
- climate change adaptation integrated within selected commune investment plans (SR4, SDG13);
- climate change adaptation, food security and nutrition integrated within national commune planning tools and guidelines (SR4, SDG13);
- annual surge capacity for humanitarian coordination mobilised during the high risk season (SR4);
- timely context information and analysis shared among all stakeholders (SR4);
- annual simulation and preparedness trainings undertaken at national and subnational levels (SR4).

Key activities

- **Activity 2** – Provide technical and material support and food assistance to selected communes to build climate sensitive assets and integrate climate change and disaster risk reduction into local government development planning.

60. In collaboration with NCDD, commune councils and NGO partners, WFP will strengthen capacities for decentralised development and investment planning, taking into consideration relevant food security, nutrition, climate change and disaster risk reduction strategies. Food for assets activities will facilitate establishment of appropriate household and community infrastructure and productive assets, and provide awareness raising and skills building around climate smart production techniques, while rice banks will be established to provide foundations for local social safety net mechanisms.

61. WFP and NCDD will develop information systems to assist in decentralised priority setting, investment planning and results monitoring, and tools to guide annual commune plans and budgets, and strengthen capacities through training, consultation and exchange visits at commune level. Tools include vulnerability and risk assessment, and participatory community action planning.

62. This activity will be implemented in partnership with NGOs World Vision International (WVI), Action Contre la Faim (ACF) and GIZ, NCDD, commune councils and subnational technical offices of the Ministry of Rural Development. Complementary relationships will be maintained with other climate oriented partners such as UNDP and UNCDF, particularly with a view to coordinate access to and utilisation of global climate and livelihood focused resources.

- **Activity 3:** Provide technical assistance to national stakeholders to enhance national capacity, systems and coordination mechanisms to prepare for and efficiently respond to natural disasters.

63. Under this activity WFP will continue to co-lead the Humanitarian Response Forum (HRF), a platform comprising over 30 UN AFPs and INGOs, in order to further strengthen emergency preparedness and humanitarian response in Cambodia. The HRF works in close collaboration with the Royal Government of Cambodia, most notably the National Committee for Disaster Management (NCDM) and its sub-national structures, and ensures coordination between the UN, international NGOs, national NGOs (some 120 entities grouped under the Cambodian Humanitarian Forum) and other development and humanitarian partners. With the passage of a national Disaster Management Law in 2015, WFP and the HRF will support a roadmap towards its implementation and strengthening of associated national, sub-national and sector structures, providing coordination support, technical knowledge and skills, emergency preparedness and response training and simulation exercises, guidance on related policy and strategy development, harmonised and digitised information systems (including assessments), emergency operations centres and data visualisation platforms, and logistics services and capacity assessment.

64. WFP will continue to provide logistics services to the humanitarian community using the 'Service Delivery framework', which is easily scalable in case of emergency to support a coordinated response by all humanitarian actors. Furthermore WFP will consolidate supply chain information in the Logistics Capacity Assessment report which will be accessible by the wider humanitarian community.

65. WFP will partner with UN agencies, international and national NGOs, NCDM, Provincial Committees for Disaster Management (PCDM), Cambodia Red Cross, the Asian Development Bank and private sector entities involved in disaster management activities.

STRATEGIC OUTCOME 3: NATIONAL INSTITUTIONS STRENGTHENED FOR EFFECTIVE, COORDINATED AND HARMONISED ACTION TOWARDS ENDING ALL FORMS OF MALNUTRITION BY 2030

Outcome description

66. WFP works in close collaboration with CARD to mobilise and facilitate coordinated efforts to implement national strategies and action plans on food security and nutrition. Particularly, WFP is committed to assist in the realisation of government's priorities outlined under the 2017-2018 Joint Monitoring Indicators which include: 1) Cambodia's commitment to global food security and nutrition goals (SUN, Zero Hunger Challenge, SDG2) is translated into national goals, strategies and investment plans, along with establishment of high level oversight mechanisms; 2) National food security and nutrition goals, strategies and plans are implemented in a multi-sectoral, coordinated and collaborative manner in accordance with current and emerging priorities; and 3) Knowledge, lessons learned and progress towards common food security and nutrition goals and priorities are measured, documented and communicated for greatest transparency and accountability.

67. This Strategic Outcome contributes to achieving SDG target 17.9 and WFP Strategic Result 5.

Focus Areas

68. This strategic outcome focuses on strengthening institutional capacities and stakeholder coordination to address the underlying and root causes of malnutrition.

Expected outputs

69. While the outputs under this strategic outcome focus on strengthening collaborative and coordinated action for improved nutrition (SR5), they ultimately aim to contribute to ending malnutrition (SDG2/SR2).

70. When working in the area of nutrition, underlying causes in the areas of poverty (SDG1), health (SDG3), WASH (SDG6) and socio-economic, cultural, ethnic and gender inequalities in nutrition (SDGs 5, 10) will be addressed in the course of pursuing these outputs. Outputs will also contribute to policy coherence (SR6), diversified resources (SR7) and partnerships (SR8) for improved nutrition.

71. Strategic Outcome 3 will be achieved through four outputs (SR5) that aim to ensure that nutritionally vulnerable people will benefit from these results for greater action towards improved nutrition status.

- a formalised SUN UN network;
- a scoping exercise undertaken for the development of a SUN Business Network to improve public-private efforts;
- a roadmap articulated for national/local rice fortification;
- nutrition adequately integrated in the new National Strategy for Food Security and Nutrition (NSFSN 2019-2023) and the National Strategic Development Plan (NSDP 2019-2023).

Key activities

- **Activity 4** – Provide technical support to the national SUN network to ensure that national action for nutrition is based on effective knowledge management and stakeholder engagement.

72. Under this activity WFP will provide technical and facilitation support to the management of the national SUN movement in Cambodia, develop knowledge products and guidance materials, and support the Ministry of Health’s fast track roadmap for improved nutrition in the following key areas:

- Undertake relevant food security and nutrition analysis to inform strategic decision making in policy, strategy and sectoral budget allocation;
- Advocate for and assist in the establishment of appropriate platforms for implementation of suitable strategies to address all forms of malnutrition in Cambodia, including rice fortification, management of moderate acute malnutrition, social transfers for increased affordability of nutritious diets;
- Support the development of the new NSFSN and NSDP, in accordance with SDG2 priorities, and alignment of associated national indicators and targets;
- Support the coordination of SUN constituencies, in particular the UN network and national SUN Business Network, and help build suitable information management systems for greater transparency, sharing and knowledge building.

73. In addition to above highlighted activities WFP will contribute to enhanced nutrition-sensitive programming through WFP’s education (activity 1) and livelihood (activity 2) programmes, with a particular focus on behaviour change communication, and WASH infrastructure strengthening.

74. WFP will work in close collaboration with CARD and key Government, civil society, donors, UN, academia and private sector constituencies participating in the SUN movement, the Zero Hunger Challenge, and social protection working group.

STRATEGIC OUTCOME 4: NATIONAL AND LOCAL GOVERNANCE INSTITUTIONS AND SOCIAL PROTECTION SYSTEMS ARE BETTER INFORMED AND STRENGTHENED TOWARDS IMPROVED SERVICES DELIVERY BY 2030.

Outcome description

75. Since 2016, various government institutions have expressed interest to expand their information management efforts, elaborating existing platforms and hubs developed originally to assist in real time programme management under WFP’s Country Programme. During 2018 WFP will work with key counterparts to develop statistical and information utilization capacities, develop suitable applications, and build information architecture to address pressing needs for greater transparency and timeliness in information availability across sectors and services providers. Further, evidence and knowledge base around poverty, food security, nutrition, resilience is demanded to help inform policy development and programme implementation.

76. This Strategic Outcome contributes to achieving SDG target 17.9 and WFP strategic Result 5.

Focus Areas

77. This outcome aims to contribute to greater strategic decision making, and national information management and services delivery systems, to enhance livelihood and economic resilience at national and sub-national levels.

Expected outputs

78. While the outputs under this strategic outcome are focused on capacity strengthening and development of multi-user information and services delivery coordination platforms (SR5),

they will also contribute to poverty reduction through improved social protection systems (SDG 1).

79. Activities will be complementary to WFP's activities under SRs 1 and 4 and make connections to stakeholder efforts towards enhanced delivery of education services (SDG 4), and reduced and socio-economic, cultural, ethnic and gender inequalities (SDGs 5, 10).

80. Strategic Outcome 4 will be achieved through six outputs which aim to ensure that poor and vulnerable people across Cambodia will have improved access to coherent and integrated social sector, social protection and emergency response services. These outputs include:

- technologies developed for improved data flows, information management and reporting;
- greater stakeholder capacities, information sharing and coordination;
- improved data management policies and legislation articulated for data integration and increased information sharing;
- enhanced capacity for integration of food security analysis into national surveys;
- enhanced evidence-base on poverty, food security, nutrition and community and household resilience to help inform policy development and programme implementation.

Key activities

- **Activity 5** – Provide technical assistance to national, subnational government institutions to strengthen integrated knowledge and information management systems, to facilitate evidence based, responsive and shock resistant social sector, social protection and emergency response mechanisms.

81. Under this activity, WFP will develop systems, including tools and technological solutions, to support and facilitate the Government's reporting streams, including the monitoring and evaluation system for the education sector and the national disaster management information system. To do so WFP will build open-source tools to facilitate information flow and create efficiencies in the government's ongoing activities, thus reducing costs and removing undue burdens in terms of data collection and management. Information platforms aim to establish greater transparency and information access for enhanced interconnectedness and responsiveness of a wide variety of social sector and humanitarian interventions.

82. WFP will further contribute to the growing evidence and knowledge base around poverty, food security, nutrition, resilience to help inform policy development and programme implementation. Food security, nutrition and social protection research will transfer knowledge to Government counterparts on how to reach the poor and vulnerable in accordance with the SDG 'leave no one behind' focus and how best to integrate them into developing social protection systems. Research will focus on issues such as migration, urbanisation and geo social equity issues, and gendered resilience dynamics, attempting to better understand the varying vulnerability and equity concerns across the country to ensure that poor populations can effectively benefit from social protection legislation and services delivery.

83. WFP will partner with UN agencies and international NGOs, NCDM, PCDMs, Cambodia Red Cross, the Asian Development Bank, the Ministry of Education, Youth and Sports, the Ministry of Planning, the National Institute of Statistics, the Ministry of Agriculture, Forestry and Fisheries, CARD and private sector entities involved in social protection, disaster management and situation analysis activities.

TRANSITION AND EXIT STRATEGIES

84. WFP will continue to transfer greater programme management responsibility to Government. For example, it is anticipated that by 2018 3,150 schools in 13 provinces originally covered under WFP's scholarship support will have been integrated within the national scholarship programme, while further transition will take place to handover the full programme

to the Government by school year 2019-20; an agreement to this effect is being prepared by the Ministry of Education for signature no later than May 2017.

85. While national ownership is pursued with central Government counterparts, efforts are increasingly concentrating around collaboration with decentralised Government offices and, importantly, directly with the communes and their representation. While direct implementation will continue to provide an important platform for reaching out to underserved communities and for development of suitable social assistance models for replication under national ownership, WFP is increasingly establishing itself as a strategic partner in strengthening information management to inform national strategic decision making, facilitate responsive programming, encourage cross-sectoral transparency and information utilisation, and support national accountability and reporting.

86. During 2018, WFP will continue work initiated in 2017 with focus on informing renewed national development planning, particularly in the areas of food security and nutrition; the strategic review process, undertaken during April-September 2017, will make an important contribution in this regard. In November 2018, a CSP will be undergoing review by the Executive Board for initiation in 2019.

IMPLEMENTATION ARRANGEMENTS

BENEFICIARY ANALYSIS

87. Under strategic outcome 1, school meals will be provided to pre-primary and primary school children in districts characterised by chronic food insecurity, low resilience and/or high exposure to risks; scholarships will be provided to primary school children in grades four, five and six from IDPoor households who attend 80 percent of classes; it is anticipated that the number of beneficiaries will reduce from school year 2017-18 to 2018-19 due to planned transition of the WFP supported activities into the national scholarship programme. Scholarships are targeted to girls where considerable gender disparities exist.

88. Systems strengthening will focus on government counterparts at central and subnational levels in accordance with functional assignments described by the decentralisation reform. While the Ministry of Education, Youth and Sports is a key beneficiary, capacity strengthening activities will benefit CARD and Governors' offices under the Ministry of Interior.

89. Under outcome 2, WFP and partners will reach out to food insecure and least resilient communes, including those where government is facilitating resettlement of formerly landless and land-poor households under the national social land concessions programme. To ensure relevant impact on medium to long term livelihood improvements, WFP prioritises communities with previous engagement in the same programme so as to support multi-year commune level planning and pursuit of sustainable climate smart approaches. IDPoor households will be prioritised along with those who self-identify as vulnerable; though participation will require physical ability, suitable activities will be identified to promote gender and social inclusion. NCDD staff and local commune councils will benefit through improved capacities for decentralised planning and budgeting taking into consideration relevant food security, nutrition, climate change and disaster risk reduction strategies. Further, disaster preparedness will benefit government staff in national and provincial committees for disaster management as well as HRF members operating at national and subnational levels.

90. Outcome 3 aims to benefit national counterparts in strategic decision making and prioritisation of nutrition investments, thus contributing to improved nutritional wellbeing across Cambodia and among most vulnerable groups in particular. Beneficiaries include staff in CARD, the Ministry of Health, the Ministry of Rural Development, the Ministry of Agriculture, Forestry and Fisheries as well as national and international NGOs. As policy development is a long administrative process, target groups among the Cambodian public may only benefit beyond 2018.

TABLE 1: FOOD & CASH TRANSFERS BENEFICIARIES BY STRATEGIC OUTCOME & ACTIVITY				
Strategic Outcome	Activities	Female	Male	Total
1	1. Provide services delivery, policy and implementation support, technical assistance and evidence-base for acceleration of the implementation of the Government's Roadmap towards National School Feeding in 2021.			
	School meals - children	185,900	193,600	379,500
	Food and cash scholarships - children	14,000	13,600	27,600
	Food and cash scholarships – including household	69,000	69,000	138,000
	Total beneficiary activity 1 (excluding overlap between activity components)	243,915	251,505	495,420
2	2. Enhance community resilience by building climate sensitive assets and integrating climate change and disaster risk reduction into local government development planning.			
	Food for assets - participants	4,250	4,250	8,500
	Food for Training – participants	10,000	10,000	20,000
	Total beneficiary activity 2 (excluding overlap between activity components)	24,375	27,500	55,000
Total Beneficiaries (excluding overlap between activities)		272,475	272,475	544,950

91. Outcome 4 aims to support Government entities at national and sub national level facilitating evidence-based decision-making, promoting greater transparency and building a flexible and effective systems to support social protection in Cambodia. At Ministerial level, WFP will support NCDM, the Ministry of Planning, the Ministry of Education, Youth and Sports, the Ministry of Agriculture, Forestry and Fisheries and the Council for Agriculture and Rural Development. At sub-national level, WFP will support provincial governments in selected provinces, including the Departments of Education, and PCDMs.

TRANSFERS

FOOD AND CASH-BASED TRANSFERS

92. Food transfer modalities will assist in achieving strategic outcomes 1 and 2 in the form of school meals, take home rations and food for assets activities. Cash based transfers are used in the implementation of home grown school meals for local procurement of meal ingredients such as rice, vegetable oil, salt, and fresh animal products and mixed vegetables. Cash based transfers will also be used for cash scholarships following thorough analysis and six years of implementation, and alignment with the government's national scholarship programme Over the course of the TICSP period school meals will gradually make way for HGSP, while Take Home Rations (THRs) and cash scholarships will continue to transition into the government's scholarship programme.

93. In line with do no harm principles, WFP interventions will not create, exacerbate or contribute to gender inequalities or discrimination and will mitigate risks of gender-based violence (GBV).

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY							
Strategic Outcome	Strategic Outcome 1					Strategic Outcome 2	
Activity	<i>Activity 1</i>					<i>Activity 2</i>	
Beneficiary type	Pre-primary and primary school children			Grades 4-6 primary school children		Vulnerable households (incl. members)	
Modality	Food for school meals	Food and CBT for hybrid home grown school meals	CBT for home grown school meals	Food for THR	CBT for cash scholarship	Food for Assets	Food for Training
Rice	115	115		333		500	500
Pulses	10						
canned fish	20						
Oil	5	5		33			
Salt	3						
total kcal/day	512	500	500				
% kcal from protein	12.6	12	12				
cash USD (person/day)		0.09	0.15		0.20		
Number of feeding days	200	200	200	300	300	80	10

CAPACITY STRENGTHENING, INCLUDING SOUTH-SOUTH COOPERATION

94. While national ownership is pursued with central Government counterparts, efforts are increasingly concentrating around collaboration with decentralised government offices and, importantly, directly with the communes and their representation. Home grown school feeding (HGSE) activities are scaling up through local food procurement relationships between commune councils, school leadership and local suppliers. Productive assets are being built in collaboration between WFP, NGO partners and local authorities in support of commune investment and development plans, while enhancing local climate change adaptability. In partnership with NCDM and NCDD, information systems can reach to local communities and government authorities to ensure that databases are populated with information from the lowest geographic unit while also informing localised investment planning and emergency preparedness and responsiveness. All activities will be implemented in accordance with key principles of task shifting and functional assignments under the national decentralisation reforms. Activities will equitably engage, be empowering for and benefit women and men, and their representative organizations.

95. WFP will facilitate exchange of technical skills, lessons learning, knowledge and expertise between Cambodia Government counterparts and experts in Brazil (social protection, school feeding, and nutrition) and China (agriculture and infrastructure) through its liaison offices and centres of excellence, as well as peer learning with government counterparts in the South East Asia region. WFP will support the Royal Government of Cambodia to comply and align with regional standards identified by the Association of South East Asian Nations (ASEAN).

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (US\$)
Cereals	8,189	\$3,573,520
Pulses	385	\$188,598
Oil and Fats	357	\$363,052
Mixed and Blended Foods	-	\$0
Other	885	\$1,194,287
TOTAL (food)	9,816	\$5,319,458
Cash-Based Transfers (US\$)		1,591,344
TOTAL (food and CBT value – US\$)	9,816	6,910,802

SUPPLY CHAIN

96. Commodities are sourced internationally, regionally or locally as per 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 from where they are further dispatched to project sites using local transport firms. Ongoing consultation with the national parastatal rice supplier Green Trade will guide feasibility of direct deliveries by local suppliers to schools, management of sub-regional storage hubs, and local blending of fortified rice; implementation seeks to enhance programme quality while also aiming to offer alternative strategies for adoption under national development and humanitarian efforts to enhance and secure stability of food supplies at all times.

97. Cash for local purchase of food commodities by schools under the home grown model will be periodically transferred through government channels into the schools' programme budget accounts, while cash scholarships will be transferred with the support of a financial services provider or as an integrated component of the government's scholarship programme.

98. With support from WFP and technical partners, commune authorities and school administrators will undertake an annual procurement exercise for identification and contracting of local suppliers for the home grown school meals programme. Supplies will be made directly to schools on agreed upon schedules. Quality and quantity inspection trainings will be put in place to assist suppliers, schools and relevant national authorities in executing relevant oversight. The procurement process is implemented in a transparent and participatory manner, mobilising and consulting producers and suppliers from across the community, thus assuring social inclusion and gender equity. The procedures comply with standard procurement procedures under the governments administrative rules and regulations.

COUNTRY OFFICE CAPACITY AND PROFILE

99. Throughout 2018, WFP will maintain its existing field presence, including two area offices, and its technical expertise in the areas of school feeding and food for assets programming, while starting to establish strategy and policy positions in the areas of resilience and climate change, social protection and nutrition to support longer term engagement. To facilitate the development of information management tools and platforms, and produce strategic information products

WFP's Monitoring and Evaluation / Vulnerability Analysis and Mapping team will continue to engage short-to-medium duration expertise in relevant specialised areas.

PARTNERSHIPS

100. In addition to the partners highlighted in previous sections, WFP will work closely with UN organisations in identification of common priorities and joint programming approaches under a new UNDAF 2019-2023. Active consultation through the UN Country Team and Programme Management Team aims to seek convergence of activities, joint advocacy and technical assistance to government, and common results monitoring. Importantly, through the CSP preparation process WFP will seek alignment with EXCOM partners UNDP, UNFPA, and UNICEF, and Rome based agencies FAO and IFAD, all of which will initiate new portfolios in 2019.

101. A working relationship will be maintained with the Ministry of Women's Affairs and relevant gender working groups to ensure gender explicit and mainstreaming efforts are aligned with national priorities and strategies.

PERFORMANCE MANAGEMENT AND EVALUATION

MONITORING AND EVALUATION ARRANGEMENTS

102. TICSP monitoring will be undertaken in continuation from CP 200202, applying the same monitoring procedures, and making use of data collected under the CP for baseline establishment as relevant.

103. Information on school based activities is captured by WFP and NGO field staff through mobile upload of geo-referenced checklists using smart phones and tablets. Results are captured in real time in an online platform which allows programme managers to monitor progress and respond in timely manner in case of alerts and concerns, including periodic revision of planning parameters (meal days and attendance, and commodity use) and tailoring school visits and quarterly meetings to address priority issues. Monitoring visits are increasingly focused on in-situ solution seeking and mentoring counterparts. In 2017, school's self-assessment and reporting will be explored to further increase capacity and align with government's division of labour under the decentralisation reforms.

104. Outcome information is captured through an annual sample survey as well as dedicated donor evaluations; in 2018 a mid-term review will be undertaken for McGovern-Dole supported school feeding activities. The annual school assessment documents school characteristics and infrastructure statistics used to track programme investment and plan activities during the next school year. Provincial and district education authorities undertake regular site visits for oversight and to provide assistance to school administrators where needed; results are discussed in quarterly subnational coordination meetings. Programme performance analysis also makes considerable use of information captured in the national education management information system, compiled from individual school reports from all schools in the country.

105. Results from the assets and livelihoods programme are captured through pre- and post-activity monitoring surveys undertaken usually on a sample basis. WFP and partners will aim to integrate programme information interests such that existing programme monitoring systems will enable partners to collect baseline information for most activities, including WFP's corporate indicators.

106. Gender considerations will be integrated across monitoring activities as suited to programme specific contexts, particularly aimed at facilitating corrective actions throughout programme implementation.

107. A country portfolio evaluation is underway for the period 2011-2017; this follows a previous CP operations evaluation in 2014 for the CP 200202 which started in 2011. No further

evaluation is planned under this TICSP. In 2017, the UNDAF will undergo an evaluation, informing UN collaborative strategies and programme approaches.

RISK MANAGEMENT

Contextual Risks

108. With national administrative elections in June 2017 and general parliamentary elections in July 2018, short term political agendas skew long term strategic direction. Meanwhile, the LMIC status is driving a shift in development financing towards a much reduced proportion of Overseas Development Assistance (ODA) over total GDP (<2.5 percent by 2025). Large scale economic and infrastructure investment from within the Asia region overshadows development partners' contribution. In this environment, WFP's strategic seat at the table will in the short term continue to be determined by sustained operational presence; as direct implementation reduces in scope and scale WFP will solidify its role in strategic niche areas for continued relevant partnership with national stakeholders.

Programmatic Risks

109. Shifts in ODA and competing demands on domestic financing may affect the ability of government to take full ownership of food assistance activities and systems developed in partnership with WFP. In mitigation of possible challenges and to support the government in identification of feasible approaches under its national authority, WFP will seek alternative programme financing and implementation solutions, such as a franchise approach for home grown school meals, and third party management of information system; exploring private sector engagement will be crucial.

Institutional Risks

110. WFP's corporate reorganisation and go-live on January first 2018, may cause some initial challenges for programme continuity. The Country Office will ensure that food and cash transfers, and agreements with various NGO and government partners will be in place by end 2017 to ensure minimal disruption of business continuity. Further, in view of changing donor priorities and the presence of large scale humanitarian needs elsewhere in the world, traditional resources will likely not suffice to maintain operational stability in 2018 and moving into 2019. WFP will explore new sources of financing, including dedicated funds and programmes, and support from the private sector, as well as continued support from the Government of Cambodia.

RESOURCES FOR RESULTS

COUNTRY PORTFOLIO BUDGET

111. The budget of the TICSP is aligned with the last year of the Country Programme 200202 2011-2018 and reflects the proportional allocation of resources agreed by the Executive Board in February 2016. School feeding activities under Strategic outcome 1 constitutes 80 percent of the total budget; the requirements are based on continued transition of scholarships to government as well as a shift from traditional to home grown school meals.

	2018
Strategic Outcome 1	\$ 14,526,938
Strategic Outcome 2	\$ 2,238,706
Strategic Outcome 3	\$ 401,441
Strategic Outcome 4	\$ 1,152,423
TOTAL	\$18,319,509

112. The budget under strategic outcome 2, at 12 percent, represents a scaled back implementation of the productive assets and livelihoods support activities following a rationalisation of available resources. Coordination and facilitation of humanitarian preparedness and response efforts included under this strategic outcome were previously financed through a trust fund.

113. Strategic outcome 3 seeks to strengthen national coordination, knowledge building and communication for improved nutrition by building on nutrition sensitive programme efforts under outcomes 1 and 2 as well as strategic information products delivered under strategic outcome 4; dedicated resources (two percent) are sought to support model and guidance development for relevant investment strategies and support national stakeholder coordination, consultation and accountability.

114. Strategic outcome 4 aims to develop cross cutting information management systems demanded by national stakeholders, while continuing to further elaborate the mobile data and real time information platform originally developed with the Ministry of Education, Youth and Sports. The budget (six percent) also supports the development of strategic information pieces aimed at informing new social protection, food security and nutrition policies and strategies. This strategic outcome, though focused on addressing resilience concerns, also contributes to the institutional architecture and knowledge base needed to achieve strategic outcomes one, two and three.

115. It is anticipated that in 2018 at least 13 percent of the budget will be dedicated to gender equality activities.

RESOURCING OUTLOOK

116. On average (2012 – 2016), operations in Cambodia have received around USD 17.3 million per year. Average gross requirements (2010 – 2016) are USD 29.6 million a year, with requirements peaking to USD 37.3 million in 2012. In response, WFP Cambodia reached its highest level of funding, having received USD 24.1 million. The ICSP budget is therefore in line with historical trends. The current forecast is focused on US McGovern-Dole, Japan and Australia, continued private sector support, and two further allocations under a three-year agreement with the Royal Government of Cambodia.

117. A USDA local and regional procurement proposal will be submitted in May 2017, which if accepted, will contribute to the resource outlook while also offering a platform for accelerated transition in the implementation of home grown school meals.

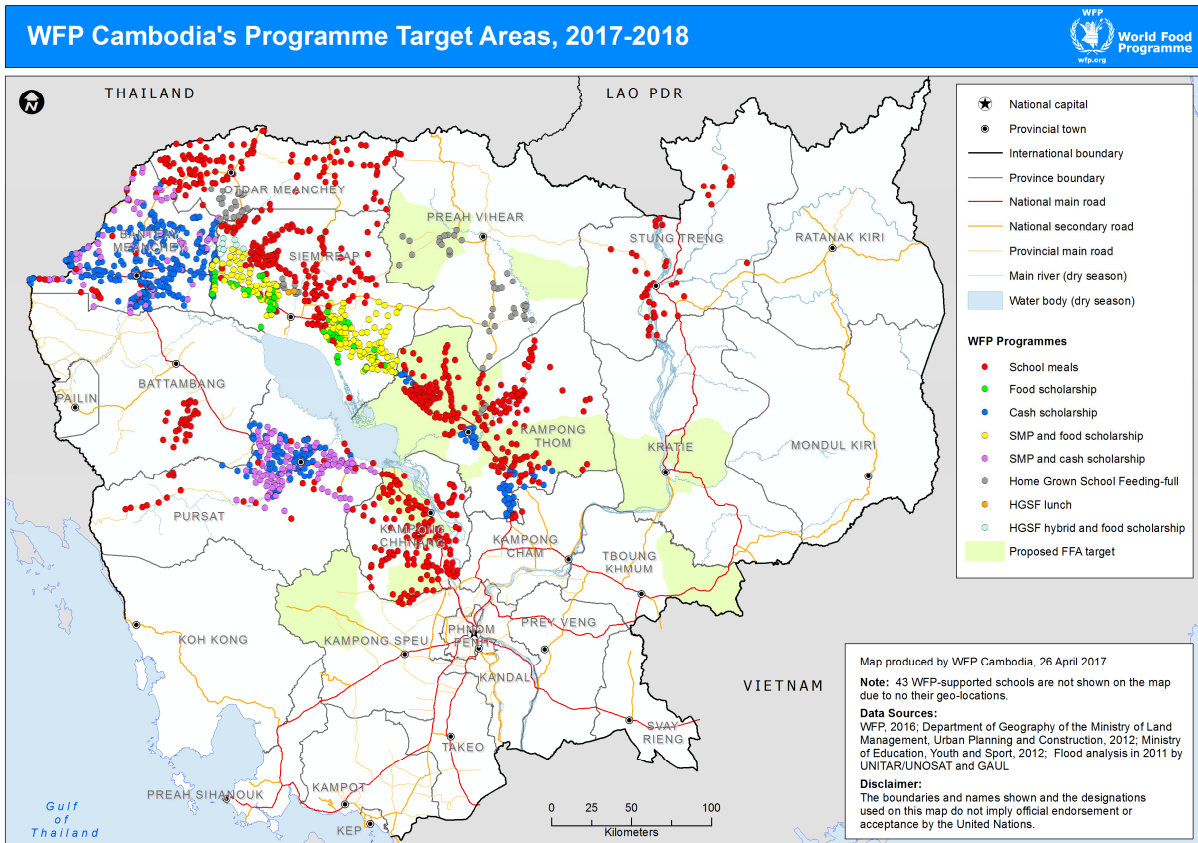
RESOURCE MOBILISATION STRATEGY

118. As Cambodia's transition to lower middle income status entails further risks for successful resource mobilisation, WFP will continue investing in alternative solutions through engagement with the Green Climate Fund, the World Bank's Global Agriculture and Food Security Programme, and exploring a cash based agreement with the Royal Government of Cambodia (transitioning away from the multi-year rice allocation with partial full cost recovery). Funds and foundations will be approached for support to the development of national information systems.

ANNEX I: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (US\$)						
WFP Strategic Results / SDG Targets	SR 1 Everyone has access to food (SDG Target 2.1)	SR 4 Food systems are sustainable (SDG Target 2.4)		SR 5 Countries have strengthened capacities to implement the SDGs (SDG 17.9)		Total
WFP Strategic Outcomes	SO 1	SO 2	SO 2	SO 3	SO 4	
Focus Area	Root causes	Resilience		Root causes	Resilience	
Transfer	\$10,841,265	\$1,075,361	\$215,657	\$335,337	\$938,378	\$13,405,999
Implementation	\$1,293,586	\$579,050	\$	\$	\$24,281	\$1,896,917
Adjusted DSC (%)	\$1,441,721	\$196,558	\$25,622	\$39,841	\$114,372	\$1,818,113
Sub-total	\$13,576,571	\$1,850,969	\$241,279	\$375,178	\$1,077,031	\$17,121,028
ISC (7%)	\$950,360	\$129,568	\$16,890	\$26,262	\$75,392	\$1,198,472
TOTAL	\$14,526,931	\$1,980,537	\$258,168	\$401,441	\$1,152,423	\$18,319,500

ANNEX II: MAP(S)



ANNEX III: ACRONYMS

ACF	Action Contre la Faim
CP	Country Programme
CSP	Country Strategic Plan
CARD	Council of Agricultural and Rural Development
CCA	Climate Change Adaptation
CBT	Cash Based Transfers
FAO	Food and Agriculture Organisation of the United Nations
GII	Gender Inequality Index
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HGSF	Home Grown School Feeding
HRF	Humanitarian Response Forum
IFAD	International Fund for Agricultural Development
ICSP	Interim Country Strategic Plan
LDC	Least Developed Country
LMIC	Lower Middle Income Country
MDG	Millennium Development Goal
MT	Metric Tonne
NCDM	National Committee for Disaster Management
NCDD	National Committee for Sub-National Democratic Development
NSFSN	National Strategy for Food Security and Nutrition
NSDP	National Strategic Development Plan
NGOs	Non-governmental organisations
ODA	Overseas Development Assistance
PCDM	Provincial Committees for Disaster Management
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
TICSP	Transitional Interim Country Strategic Plan
THR _s	Take Home Rations
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNCDF	United Nations Capital Development Fund
UNFPA	United Nations Population Fund
USDA	United States Department of Agriculture
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WVI	World Vision International