

WFP Cambodia – Final Evaluation
MGD
12/30/19

Implementer Response to Evaluation Recommendations

Evaluation Recommendations	Management Response	Time Frame
<p><i>Please include all evaluation recommendations identified in the evaluation report. USDA and the Program Participant/Grantee may include additional findings, conclusions, and recommendations listed throughout the narrative of the report, as appropriate.</i></p>	<p><i>Please include the Program Participant's/Grantee's response to each of the evaluation recommendations. This should include a discussion of the key actions the project intends to take to address the evaluation findings.</i></p>	<p><i>Please include the relevant time frame necessary to address and implement the various actions described in the Management Response. Multiple time frames may be given.</i></p>
<p>Recommendation 1:</p>		
<p>P. 48, Strategic Recommendations: The Cambodia programme has shown that school feeding can provide an efficient and effective platform to support improvements in literacy. The ET therefore recommends that WFP Headquarters advocate for the expansion of literacy activities into non-McGovern-Dole school feeding programmes to align with the timeline of the new WFP CRF.</p>	<p>The recently launched the School Feeding Strategy 2020 – 2030 “A chance for every school child – Partnering to scale up school health and nutrition from human capital” which is promoting an integrated package approach. The School Based Programmes Service (SBP) is currently reviewing the gaps in the existing guidance and is collecting additional evidence through the Strategic Evaluation of School Feeding, Contributing to the SDGs as well as the multi-country evaluations of Breaking Barriers to Girls’ Education and the Evaluation Series on Emergency School Feeding. A new approach on knowledge management will further contribute to the upgrading of guidance for COs. Following the findings of this evaluation, Cambodia will be a priority for the capturing of best practices in the 2020 SBP plan of work, in close collaboration with the Regional Bureau in Bangkok. In addition, WFP is formalizing concrete corporate partnerships with education actors, such as UNICEF, for joint programming and will be engaging in joint fundraising activities to ensure that school feeding packages are comprehensive, and where possible, include literacy</p>	<p>Ongoing</p>

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	activities such as those implemented in McGovern-Dole programs.	
Recommendation 2:		
<p>P. 48, Strategic Recommendations: The new WFP Strategic Plan outlines a change in role for WFP from project implementer to enabler. As such, WFP Headquarters should develop programming tools to guide Country Offices on how best to carry out this transition before the end of the timeline of the current Strategic Plan.</p>	<p>The transition to national ownership is a core element of the School Feeding Strategy, and the need to enhance guidance in the area has been highlighted through various evaluations and audits. Following an overall acknowledgement by WFP senior management of the weakness in the area, a Country Capacity Strengthening (CCS) strategy is under development. It will be finalized by the end of the year. In addition, SBP established a working group with Headquarters and Regional Bureau experts to review the current approach and is currently recruiting an CCS expert to further strengthen the expertise within the team. The lessons learned from the Cambodia experience will be a valuable input into the review.</p>	<p>A new tool will start to be tested in 2020 and finalized in 2021.</p>
Recommendation 3:		
<p>P. 48, Operational Recommendations: WFP Cambodia, with support from WFP RBB and OSF as required, should continue to collaborate with MoEYS over the next phase to provide capacity building support to MoEYS personnel at central and subnational levels for the implementation of a nationally owned HGSF programme.</p> <ul style="list-style-type: none"> • This should entail the immediate roll out of the HGSF Guidelines in all the programme locations (already planned), and a continued focus on nutrition and food safety to ensure that adequate procurement, storage and food handling procedures are in place before the end of the next programming phase. • WFP should also conduct a capacity assessment of the MoEYS and other government bodies as appropriate within the next 12 months, to ensure that all the 	<p>Agreed. Steps to address this recommendation include:</p> <ul style="list-style-type: none"> • A National HGSF guidelines was developed in late 2019 and will be rolled out in Q1 2020. In addition, knowledge transfer tools on “Food safety and hygiene practice in schools” have been finalized and will be rolled out to school cooks and other stakeholders in Q1 2020. • As a starting point, WFP has prepared Capacity Need Mapping (CNM) exercise. This will be expanded to a capacity assessment with MoEYS and other stakeholders during the course of 2020, resulting in an CS action plan to be reviewed annually. 	<p>Q1 2020</p> <p>Q3-Q4 2020</p>

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<p>stakeholders with key roles and responsibilities in school feeding have sufficient capacity to implement the HGSF programme.</p>		
Recommendation 4:		
<p>P. 48, Operational Recommendations: WFP Cambodia should ensure that a more comprehensive costing of school meals implementation is done within the next 12 months, to enable the MoEYS and MEF to have sufficient information to determine appropriate levels of national funding.</p> <ul style="list-style-type: none"> • This should include an adequate budget for the procurement of local commodities for HGSF over the year considering seasonality/availability and changing food prices to ensure that adequate food can be provided throughout the school year. • The costing should include the maintenance of school-feeding related school infrastructure and all other aspects of the programme. • The costing should include the regular payment of cooks at a level appropriate for the workload to help realize the gender transformative potential for the programme by the end of the next phase of McGovern-Dole programming. • WFP Cambodia should continue to facilitate discussions with MoEYS and MoI at national and sub-national levels to find an agreement on the responsibilities for payment of the cook's incentive under national ownership by the end of the next phase of McGovern-Dole programming. 	<p>Partially agreed. Although the national HGSF implementation framework and budget have been approved for the initial 3 years, WFP agrees on the need to continue to facilitate discussions to monitor, review and update the operational framework of the national HGSF program.</p> <ul style="list-style-type: none"> • In 2019 WFP supported MoEYS to develop a “National HGSF implementation framework” to request for domestic financing, which include yearly costing for food purchase, for capacity building, infrastructure, monitoring and evaluation etc. for period of 6 years (2019-2025). The cook incentives had been included in the this budget plan. • The inter-ministerial sub-decree for HGSF was approved in January 2020 to signal the start of the nationally funded program. • WFP will continue to work with MoEYS, MOI and other stakeholders to further develop the implementation model, adjust budgets and take the national HGSF program forward. 	<p>Done</p> <p>Done</p> <p>Ongoing.</p>

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Recommendation 5:		
<p>P. 49, Operational Recommendations: WFP Cambodia together with the MoEYS, implementing partners and other stakeholders should ensure that the transition plan is well documented and disseminated at sub-national level within the next 12 months.</p> <ul style="list-style-type: none"> The plan should be sufficiently detailed to show the timeline, benchmarks, roles and responsibilities of all stakeholders, as well as the locations and schools that will be implemented by the MoEYS during the next phase of programming. 	<p>Agreed. The National HGSF implementation framework approved by MoEYS had been clearly elaborated the timeline, benchmarks, roles and responsibilities of all stakeholders, locations and schools to be implemented by the MoEYS from school year 2019-20. This will continue to be communicated at sub-national level through events including the Annual School Feeding Workshop, throughout 2020.</p>	<p>Q3 2020.</p>
Recommendation 6:		
<p>P. 49, Operational Recommendations: WFP Cambodia and the MoEYS should continue to work together to ensure that the MoEYS’s programme monitoring capacity is adequate in the programme locations targeted for government implementation, by the end of the next phase of McGovern-Dole programming.</p> <ul style="list-style-type: none"> This will entail WFP training MoEYS personnel at all levels (central and sub-national) on the use of the new school feeding monitoring system once it’s finalized, ensuring the targeted locations have adequate physical digital monitoring equipment (tablets and access to internet), and ensuring that information flows efficiently from schools to relevant MoEYS personnel. 	<p>Agreed.</p> <ul style="list-style-type: none"> The existing information monitoring system for the national scholarship program had been updated and rolled out to both USDA and non-USDA supported provinces (with Government and other development partner’s budget). The SM/HGSF information management system developed by WFP with MoEYS in 2019 is currently under testing and will be piloted in few districts in Siem Reap province in the first quarter of 2020. A full roll out will then be implemented after this testing. 	<p>Completed</p> <p>Q3-Q4 2020</p>
Additional Findings or Recommendations in the Body of the Report		

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<p>P. Vii, paragraph 9: WFP, please elaborate on the new Corporate Results Framework which aims to ensure that education quality (literacy) is improved.</p> <p><i>[Related comment]</i></p> <p>P. 25, paragraph 91: The sentence “Since literacy is not a core area of expertise for WFP...”. WFP, please elaborate on this as earlier in the evaluation it is mentioned that there is now a corporate results framework when aims to ensure that education (literacy) is improved.</p>	<p>To trace its contributions to SDGs other than SDG 2 and SDG 17, through its CRF, WFP is working on tools to capture WFP’s contribution to other SDGs . For example, WFP’s school meals activities and related outputs that are intended to contribute to education outcomes can be linked to SDG 4, allowing WFP to quantify its contribution to ensuring inclusive and quality education for all and the achievement of SDG 4.</p> <p>In saying this – core literacy is not a core WFP activity – and we rely on partnerships such as the strong one we have with World Education Inc and the linkages with the USAID EGR and GPE programs to enhance literacy components to compliment the school meals program.</p>	
Additional Findings/Recommendations in the Body of the Report		
<p>Pgs 20-21, paragraph 76: How or is WFP going to address this issue with the Government of Cambodia?</p>	<p>Following the benefits of the SM/HGSF to help improving the access to quality of education, the WFP has advocated to Govt to allocated national budget to support schools with poor education performance and in food insecure areas. 205 schools will be covered by the Govt fund from 2019-20 school year. The plan will gradually increase over the five year period as clearly stated in the Education Strategic Plan 2019-23.</p> <p>EMIS data also indicates that the retention rate in USDA-supported schools was almost ten percent higher than the target for 2018. These results are particularly commendable since the schools participating in the meals programme are generally located in more remote, vulnerable districts and initially showed poorer education performance than non-supported schools.</p>	

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<p>Pgs 30-31, paragraph 111: Although WFP has worked with schools to ensure that schools are using clean cooking and eating equipment – this is still shocking. Can WFP elaborate how they will continue to push for all schools to comply with having clean cooking and eating equipment?</p>	<ul style="list-style-type: none"> • WFP has supported the establishment of a core team consist of MoEYS (SHD, PED), MoC/CamControl, MoH/Department of food and drug, with the aim to develop “food safety and hygiene practice in school canteen” self-learning tools including SoP, Posters, and 7 episode of video education. The self-learning developed so that schools, cooks, and people in field could get access to it anytime they wish and also to minimize the risk of turn over after the training at the beginning of the year. • The core team also developed a self-checklist for school to keep them reminding of the criteria for food safety and hygiene practice, also developed a network for spot check and coaching during the implementation. • In the national budget, MoEYS decided to allocate cook incentive from national budget so that they could reinforce cook accountability toward their performance, including daily food safety and hygiene practices in schools. • WFP and MoEYS have agreed to develop standards for infrastructure and utensils for HGSF to enhance the enabling environment for food safety practices in schools. 	
Additional Findings/Recommendations in the Body of the Report		
<p>P. 34, paragraph 125: How does the government of Cambodia plan to handle the payment of the cooks to help ensure sustainability of the program?</p>	<p>The Cook’s incentive is already incorporated in the national HGSF implementation framework allowing 50\$/month, 10 months per year.</p>	

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<p>P. 36, paragraph 137: On the point, “WFP does not any have corporate guidelines to help Country Offices build the capacity of governments on school feeding.” Can WFP elaborate on this? For example, are there plans for future guidelines?</p>	<p>Yes – using WFP’s corporate country capacity strengthening tool, a Capacity Need Mapping (CNM) has already been developed and will serve as the basis for a MoEYS capacity assessment exercise and action plan to be developed in 2020.</p> <p>A revised WFP corporate school feeding strategy also highlights the need for concrete guidance to support WFP in school feeding programmes which focus on strengthening national capacities.</p>	