

Evaluation of Cambodia

WFP Country Strategic Plan

2019-2023

Terms of reference



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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders.
2. The purpose of these ToR is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

4. Located in mainland Southeast Asia and spanning 176,520 km²¹, Cambodia is bounded by Thailand, Laos and Vietnam, with a network of overland and river trade routes linking China to India and Southeast Asia. Cambodia is divided into 24 provinces and the capital is Phnom Penh² and is a multi-party democracy under a constitutional monarchy: the King, Norodom Sihamoni, serves as the head of state and the Prime Minister, Hun Sen, is the head of the Royal Government of Cambodia since 1985³.
5. Cambodia has a population of 16.7 million (8.2 million males and 8.6 million females) with a density of 94.7 persons per km² (Annex 2). The majority of the population (76%) live in rural areas, while the remaining 4.1 million (24%) live in cities.⁴ Life expectancy at birth is 70, with an under-five mortality rate of 27 and a maternal mortality ratio is of 160 deaths per 100,000 live births. The total fertility rate is 2.4 children per woman⁵, while the adolescent birth rate was 57 per 1,000 girls⁶. Regarding its ethnic composition, Khmer people make up 97.6% of the Cambodian population, followed by Cham (1.2%) - indigenous highland communities -, Chinese (0.1%), Vietnamese (0.1%), and the remaining 0.9% made up of ethnic minorities⁷. The predominant religion is Buddhism (97%), followed by Islam (2%) and other religions (0.8%)⁸. The official language is Khmer, but Vietnamese, Chinese, Lao, Thai and other minority languages are also spoken⁹. Since 1993, there has been a growing use of English, which replaced French as the main foreign language¹⁰.

Macroeconomic Overview, Poverty and Inequality

6. Cambodia is classified as a Least Developed Country (LDC) with a Gross Domestic Product (GDP) per capita of USD 1,543¹¹. Driven by agriculture, garment exports and tourism, since 1998, Cambodia had been sustaining an average annual growth rate of 7.7%. This is the result of long-term economic reforms, market liberalization and Foreign Direct Investments (FDI), mainly from China, which contributed with the largest share (21.81%) of the cumulative FDI approved in the period of 1994-2019, investing in the field of infrastructure, resource

¹ World Bank. 2020. *Land area (sq. km) - Cambodia*. Accessed on 4/11/2021.

² National Institute of Statistics (NIS). 2020. *General Population Census of the Kingdom of Cambodia 2019*.

³ Government of Cambodia. 1993. *Constitution of Cambodia*. Hereafter called Government of Cambodia.

⁴ World Bank. 2020. *Population figures: Cambodia*. Accessed on 4/11/2021.

⁵ UNICEF. 2021. *State of the World's Children*.

⁶ UNFPA. 2013-2018. *Population Dashboard: Cambodia*.

⁷ CIA World Factbook. 2021. *Cambodia*.

⁸ Minority Rights. 2021. *Minorities and Indigenous Peoples in Cambodia*. Accessed on 4/11/2021.

⁹ NIS. 2020. *General Population Census of the Kingdom of Cambodia 2019*.

¹⁰ Translators Without Borders. 2020. *Language Data for Cambodia*.

¹¹ World Bank. 2020. *GDP per capita (current US\$) - Cambodia*. Accessed on 4/11/2021.

development including rubber, and tourism¹². Although inequality has declined since 2010, when the country had a coefficient of human inequality of 28.6, and Cambodia has improved in tackling its widespread inequalities through greater inclusive growth decreasing to 19.9 in 2019,¹³ many disparities persist, largely between core and peripheral areas. A sizeable proportion of people remain highly vulnerable to economic and other shocks¹⁴. The COVID-19 pandemic contributed to slow down the country's economic performance. In 2020, the GDP contracted by 3.1%¹⁵. In 2021, it is projected to grow by 2.2%, even though the recent resurgence of COVID-19 cases and its potential implications on the country's recovery makes Cambodia's economic outlook uncertain¹⁶.

7. In 2020, Cambodia ranked 144 out of 189 countries in the Human Development Index (HDI)¹⁷. Following decades of economic isolation and deprivation after the end of the Khmer Rouge, Cambodia has seen its poverty levels decline from 53% in 2004 to 13.5% poverty rate in 2014¹⁸. However, the food and economic crises of 2008-2009 led to mass rural-urban migration, predominantly to the capital, where informal settlements mushroomed¹⁹; multidimensional poverty affects 45.8% of the population, with 13.2% living in severe multidimensional poverty²⁰ and 21.1% of Cambodians considered vulnerable to it²¹. According to the 2019-2020 Cambodia Socio-Economic Survey, 17.8 percent of the population lived below the national poverty line. The poverty rate was recorded higher in rural areas (22.8 percent) than in urban ones (12.6 percent)²².
8. As of 3 November 2021, Cambodia had registered 120,272 confirmed cases of COVID-19 and 2,963 deaths since the first case reported on 27 January 2020. 79% of total population is fully vaccinated²³. The country has recently started to relax COVID-19 restrictions and opened its borders to fully vaccinated tourists and travellers without quarantine in mid-November 2021²⁴. Despite accelerated vaccination progress, employment and income had not yet recovered to their pre-pandemic levels. Disruptions to economic activities led to job losses or decreased working hours. School long closures have disrupted education, affecting an estimated 3.2 million students²⁵. Moreover, remote learning has proved to be particularly challenging as 80% of students reported having no device (television, smartphone, or tablet) and insufficient internet bandwidth²⁶. Finally, COVID-19's social and economic impacts have turned both GDP and Human Development negative for the first time since the civil war period²⁷.

National policies and the and the Sustainable Development Goals

9. The National Strategic Development Plan (NSDP) 2019-2023 is the overarching policy instrument of the Government of Cambodia, including all key government policies, such as poverty education, economic development, education, health, agriculture, land planning, and environmental policies²⁸. Preceded by NSDP 2006-2010 and NSDP 2014-2018, the current plan was formulated to implement the Rectangular Strategy Phase IV (2004-present)²⁹, which will contribute to the achievement of the Cambodian Sustainable Development Goals (CSDGs)³⁰.

¹² The Council for the Development of Cambodia website, visited on 8/12/2021.

¹³ UNDP. 2020. *Human Development Report*. In absence of Gini coefficient values for Cambodia, UNDP's Coefficient of Human Inequality constitutes a good alternative to portray inequality.

¹⁴ UNDP, 2019. *Human Development Report*.

¹⁵ World Bank. 2020. *Economic indicators: Cambodia*.

¹⁶ World Bank. October 2021. *The World Bank in Cambodia*.

¹⁷ Between 1990 and 2019, Cambodia's HDI value increased from 0.368 to 0.594 (61.4%). UNDP. 2020. *Human Development Report*.

¹⁸ Government of Cambodia. 2017. *National Social Protection Policy Framework 2016-2025*.

¹⁹ Habitat for Humanity. 2019. *Housing poverty in Cambodia*.

²⁰ Population with a deprivation score of 50% or more across 10 indicators in the three equally weighted dimensions of health, education and standard of living.

²¹ Population with a deprivation score in the range of 20-33%. UNDP. 2020. *Human Development Report*.

²² Government of Cambodia. 2020. *Report of Cambodia Socio-Economic Survey 2019/20*. Poverty line: defined as earning less than 10,951 riel per day (nearly USD 2.5).

²³ WHO. 2021. *COVID-19 Dashboard: Cambodia*. Accessed on 8/12/2021.

²⁴ Ministry of Foreign Affairs. 2021. *Announcement on permission for fully vaccinated tourists and travellers entering to Kingdom of Cambodia without quarantine*.

²⁵ Ministry of Education. 2021. *Cambodia COVID-19 Joint Education Needs Assessment*.

²⁶ UNDP. 2021. *Building Back Better: Cambodia's Post-Covid-19 Education System*.

²⁷ UNDP. 2021. *The Gender Wage Gap in Cambodia*.

²⁸ Cooperation Committee for Cambodia. 2019. *National Development Plans*.

²⁹ Note: The Rectangular Strategy is the successor of the Triangular Strategy of the Royal Government (1998-2003), which moved Cambodia forward on the path of reform and sustained development. Cambodian Corner. 2019. *Cambodian Corner for Policy Repository and Research*.

³⁰ Ministry of Planning. 2018. *National Strategic Development Plan (NSDP) 2019-2023*.

10. Cambodia adopted Agenda 2030 in September 2015 and fully aligned its Vision 2050 with the SDGs³¹. The CSDG Framework³² translated global commitments into national delivery efforts, with 88 nationally relevant targets, and 148 globally and locally defined indicators. In the CSDGs framework, improved nutrition and reduced stunting are listed as a top priority. Expanded interventions will reinforce the 2030 Agenda, including social assistance, food supplementation, provision of school meals, public health measures and communications for development.
11. A Voluntary National Review (VNR)³³ was completed in 2019; it presents achievements against the six country's prioritized goals (Education, Decent Work and Growth, Reduced Inequalities, Climate Action, Peace and Institutions, and the SDG Partnerships). As to SDG 2, the VNR underscores the absence of recent evidence with reporting being based on 2014 data and highlights the following key challenges that still need to be addressed: a) the quick development and population growth in Cambodia, including related dimensions of urbanization, migration and climate change; b) the inadequate diet of pregnant women and children under five; c) the insufficient public budget allocated to sustainability and private investments; d) the increase of obesity rates especially among women; and e) the scantily diversified agricultural production and protection of natural resources³⁴.

Food and nutrition security

12. Considerable progress has been achieved in food security and nutrition and sustainable agriculture over the last decade. Food is available throughout the country and markets are well integrated. Household food access and consumption have improved considerably in recent years. Although still considered to have serious problems with hunger³⁵, Cambodia has experienced relatively rapid improvements and now ranks 69th out of 116 countries in the 2021 Global Hunger Index (GHI)³⁶. The prevalence of undernourishment has also decreased in the last 20 years from 33% (1996-1998)³⁷ to 6.2% (2018-2020)³⁸.
13. Despite these important achievements, the incidence of stunting and other indicators of malnutrition among young children remain high. Undernutrition is still a public health concern and micronutrient deficiencies are widespread³⁹. The under-five stunting prevalence is of 30%, whereas 10% are wasted, and 2% are severely wasted. The prevalence of overweight in children under five is 2%⁴⁰. Overweight affects 20.6% of adult females and 12.1% of adult males⁴¹, while obesity affects 4.8% of women and 2.7% of men. Finally, 46.8% of women aged 15-49 years are affected by anaemia⁴².
14. Key drivers of food insecurity and malnutrition include stable access and the effective utilisation of food, along with disparities among regions and social groups. In addition, constraints to household food security comprise agricultural productivity and a lack of diversification, insufficient employment and income opportunities, especially in rural areas, and highly vulnerability to volatile food prices. Food insecurity is further exacerbated by climate change, as the country is highly vulnerable to frequent natural hazards and chronic climate shocks⁴³.
15. The National Strategy for Food Security and Nutrition (NSFSN) 2019-2023 is set to guide Cambodia to end malnutrition in all its forms. It is implemented through multi-sectoral coordinated efforts focused on six joint priorities: i) healthy diets; ii) nutrition-sensitive WASH; iii) food value chains, food safety and fortification; iv) social assistance; v) community-led nutrition; and vi) disaster management and climate change. The NSFSN builds on recommendations from the Mid-Term Review (MTR) and Strategic Review of the NSFSN 2014-2018 and on the policy analysis on accelerating progress towards SDG 2. The MTR also informed the National Action Plan for Zero Hunger Challenge in Cambodia 2016-2025, which aims to ensure equitable access to adequate nutritious and

³¹ Government of Cambodia. 2019. *Voluntary National Review (VNR) Cambodia 2019 on the implementation of the 2030 Agenda*.

³² Government of Cambodia, 2018. *Cambodian Sustainable Development Goals (CSDGs) Framework (2016-2030)*.

³³ Government of Cambodia. 2019. *Voluntary National Review (VNR) Cambodia 2019 on the implementation of the 2030 Agenda*.

³⁴ *Ibid.*

³⁵ Government of Cambodia. 2019. *Accelerating progress towards SDG 2. Policy effectiveness analysis for the National Strategy for Food Security and Nutrition 2019-2023*.

³⁶ Global Hunger Index. 2021. *Cambodia*.

³⁷ FAO. 2000. *The state of food security and nutrition in the world*.

³⁸ FAO. 2021. *The state of food security and nutrition in the world*.

³⁹ WFP Cambodia. August 2021. *Country Brief*.

⁴⁰ UNICEF. 2021. *The State of the World's Children*.

⁴¹ WHO. 2016. *Country Profile: Cambodia*.

⁴² WHO. 2020. *Global Nutrition Report*.

⁴³ WFP. 2020. *Cambodia Annual Country Report*.

affordable food with special emphasis on populations living in poverty⁴⁴. In addition, the National Fast Track Roadmap for Improving Nutrition (2014-2020) provided long-term direction to tackle maternal, infant and young child malnutrition issues, particularly to reduce their illness and mortality rate⁴⁵.

Agriculture

16. Agriculture is the backbone of Cambodia's economy, employing about 32% of the national labour force and accounting for 20.7% of the GDP⁴⁶. Both the percentage of national labour force employed in agriculture⁴⁷ and the contribution to the GDP⁴⁸ has dropped significantly over the last 10 years following the country's transition to services, rapid industrialization and increased urbanisation. Crop cultivation contributes with 54% of the sector GDP, followed by fisheries (25%), livestock (15%) and forestry and logging (6%). In recent years Cambodia has become self-sufficient in rice and an important exporter⁴⁹. Cambodia has rich natural resources, providing a considerable potential for increased agricultural production and livelihood improvements⁵⁰.
17. The 2019 Cambodia inter-censal agriculture survey estimated a total of 1,726,000 household agricultural holdings in Cambodia, managed by a total of 1,735,000 households - 23.5% of which were female-headed. Home consumption is the main agricultural product destination in 61% of house holdings, while the remaining 39% reported to sell most of what they produce⁵¹.
18. Smallholders and family farmers are faced with several challenges, such as exclusion from processes that promote FDI and large-scale agricultural modernisation: large economic concessions to national and foreign agro-industrial companies resulted in slow agricultural technology development⁵² and in land disputes, thus impacting the livelihoods of smallholder farmers⁵³. Cambodia is also known as a hotspot for land grabbing in Southeast Asia⁵⁴. Other challenges include: low level of technology, poor farming skills, limited access to markets, extension services and rural credit, among others⁵⁵.

Climate change and vulnerability

19. Cambodia is one of the most disaster-prone countries in Southeast Asia. The most common natural disasters include seasonal drought, floods and typhoons. Poor management, access and storage of existing water resources, delays or early ending of the monsoon rains and erratic rainfall contribute to droughts. In addition, approximately 80% of the country's population lives along the Mekong River. This vast area is exposed to floods, particularly during the monsoon season from mid-May to end-October⁵⁶.
20. Climate change coupled with urban development and unplanned urbanization have caused increased flooding in Cambodia with about 4.45 million hectares of highly erodible land, mainly due to deforestation, expanding agricultural land and unsustainable land management⁵⁷. Moreover, its coastline is projected to suffer from further flooding during the next 90 years as a result of sea level rise⁵⁸, exposing low-lying farming lands to saline intrusion.⁵⁹
21. According to the World Risk Index, Cambodia has very high exposure and lack of coping capacities, and high vulnerability, susceptibility and lack of adaptive capacities to climatic risk⁶⁰. The most vulnerable provinces to

⁴⁴ FAO. 2016. *FAOLEX Database*.

⁴⁵ RGC. 2019. *VNR*.

⁴⁶ ADB. 2020. *\$70 Million ADB Loan to Strengthen Agricultural Value Chain, Food Safety in Cambodia*.

⁴⁷ In 2011, 56.55% of the labour force was employed in agriculture. See World Bank. *Employment in agriculture (% of total employment) (modeled ILO estimate) - Cambodia*.

⁴⁸ In 2011, it accounted for 34.55% of the GDP. See World Bank. *Agriculture, forestry, and fishing, value added (% of GDP) - Cambodia*.

⁴⁹ FAO. 2020. *Cambodia at a glance*.

⁵⁰ World Bank. 2020. *Agriculture indicators: Cambodia*.

⁵¹ NIS and MAFF. 2019. *CIAS 2019*.

⁵² FAO. 2021 National Agricultural Innovation System Assessment in Cambodia.

⁵³ Diepart, J. C., Ngim, C., Oeur, I. 2019. *Struggles for Life: Smallholder Farmers' Resistance and State Land Relations in Contemporary Cambodia*. *Journal of Current Southeast Asian Affairs*; 38(1): 10-32

⁵⁴ Young Park, C. M. 2019. *Our Lands are Our Lives: Gendered Experiences of Resistance to Land Grabbing in Rural Cambodia*. *Feminist Economics*, Vol 25.

⁵⁵ FAO. 2020. *Cambodia at a glance*.

⁵⁶ World Bank. 2021. *Climate Knowledge Portal*.

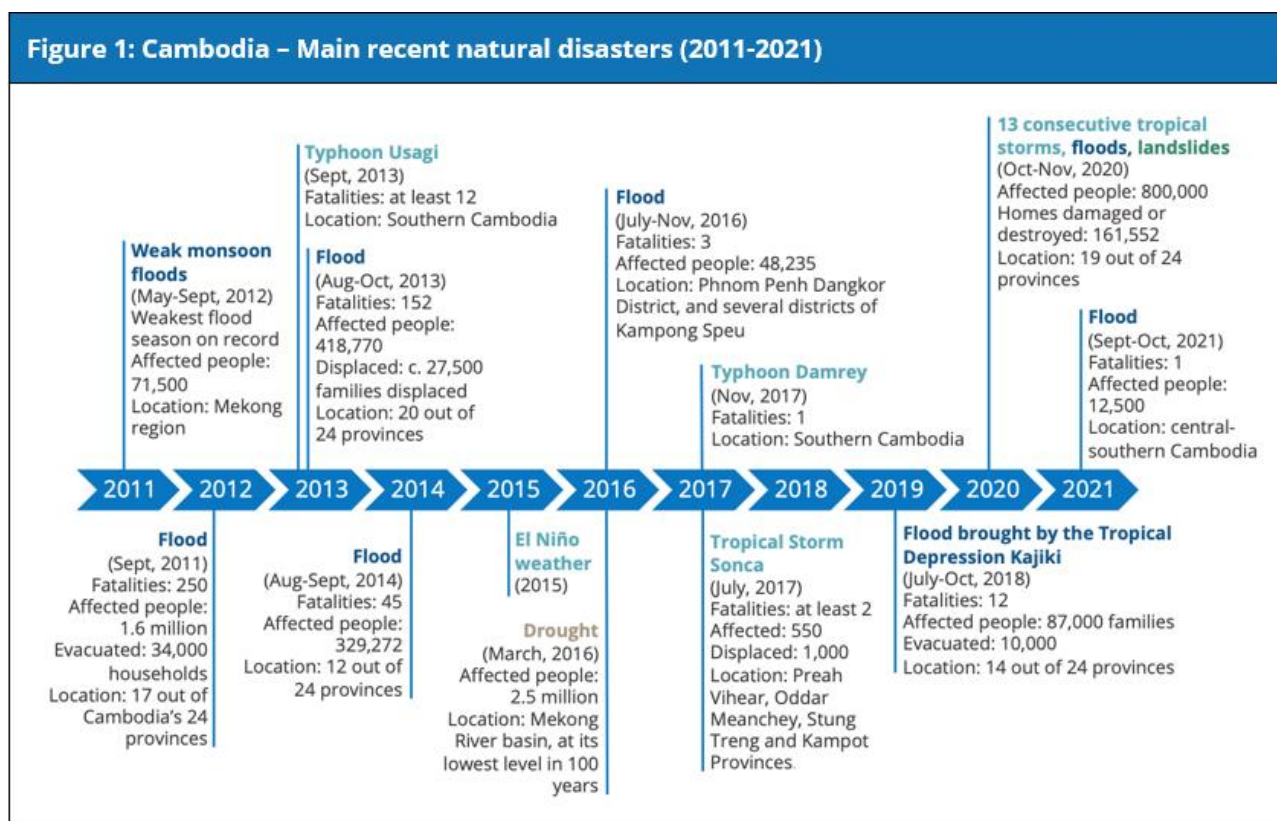
⁵⁷ Ministry of Agriculture, Forestry and Fisheries (MAFF), 2018. *Land Degradation Neutrality Targets*.

⁵⁸ Ministry of Environment. 2016. *Climate change action plan 2016-2018*.

⁵⁹ Government of Cambodia. 2016. *Cambodia climate change strategic plan 2014-2023*.

⁶⁰ World Economic Forum. 2021. *World Risk Report*.

climatic shocks are Battambang, Siem Reap, Kratie and Kampong Cham⁶¹. Figure 1 shows the main natural disasters in Cambodia in the last ten years:



Source: Elaborated by OEV based on data from Asian Disaster Preparedness Center (ADPC), the National Committee for Disaster Management (NCDM), Reliefweb, Floodlist Cambodia, Humanitarian Response, Disaster Philanthropy. Data extracted on 4/12/2021.

Education

22. Universal free primary and secondary public education in Cambodia is enshrined in Articles 65-68 of the Constitution⁶². School enrolment rates are 91% for primary education and 87% for secondary education⁶³. The net attendance rate has increased from 76.3% (2008) to 90.6% (2019) for children aged 6-11 attending primary school; from 86.7% (2008) to 91.6% (2019) for children aged 12-14 attending lower secondary school; and from 62.3% (2008) to 67.6% (2019) for children aged 15-17 attending upper secondary school. University attendance rates decreased from 21.3% (2008) to 20.7% (2019)⁶⁴.
23. The school feeding programme was introduced in both the National Social Protection Policy Framework 2016-2025⁶⁵ and the Education Strategic Plan 2019-2023⁶⁶. Since 1999 the Government of Cambodia has been collaborating with WFP to roll out school feeding programmes across the country⁶⁷. The WFP supported school feeding programme is currently in transition and being handed over to the Government⁶⁸.
24. Government expenditures on education as a percentage of total government expenditures reached 9.4%, representing 2.2% of the GDP⁶⁹. The adult literacy rate is 87.7%: 90.9% for men and 84.8% for women; 93.3% in urban and 83.8% in the rural context⁷⁰.

⁶¹ National Committee for Disaster Management (NCDM). 2018. *Disaster Profile of Cambodia*.

⁶² Government of Cambodia. 1993. *Constitution of Cambodia*.

⁶³ UNFPA. 2010-2020. *Population Dashboard: Cambodia*.

⁶⁴ NIS. 2020. *General Population Census of the Kingdom of Cambodia 2019*.

⁶⁵ Government of Cambodia. 2017. *National Social Protection Policy Framework 2016-2025*.

⁶⁶ Ministry of Education, Youth and Sport. 2019. *Education Strategic Plan 2019-2023*

⁶⁷ *School meals day: A principal of empowering children in Cambodia*. WFP website visited

⁶⁸ WFP. 2021. *From the canteen to the corner shop: How WFP is using schools as a platform to enable healthy diets in Cambodia. A case study on nutrition-sensitive school-based programmes*.

⁶⁹ World Bank. 2018. *Government expenditure on education, total*.

⁷⁰ NIS. 2020. *General Population Census of the Kingdom of Cambodia 2019*.

Gender

25. Cambodia ranks 117 out of 162 countries on the Gender Inequality Index⁷¹. However, challenges to gender equality remain and are mainly related to poverty, including maternal mortality, illiteracy, violence, trafficking and unsafe migration⁷². The Government ratified the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1993, but implementation remained slow until 2003, when efforts were made to develop the National Poverty Reduction Strategy (NPRS) 2003-2005. The Ministry of Women's Affairs (MoWA) and the Cambodia National Council for Women (CNCW) were set up for the promotion of gender equality and the empowerment of women⁷³.
26. As of February 2021, only 21.6% of seats in parliament were held by women⁷⁴. However, in the labour market, the participation rate of women is 62.4%⁷⁵. In Cambodia, women earn 19% less for the same work as men: education, experience and overrepresentation of women in low-skilled occupations explain the wage gap⁷⁶.
27. Violence against women takes many forms in the country, including domestic violence, physical abuse, rape, and sex trafficking⁷⁷: Cambodia is a country of origin, destination and transit for trafficked persons, mostly for sexual exploitation purposes⁷⁸, with an expanding sex-based tourism⁷⁹. Regarding gender-based violence, 20% of adult women have experienced physical or sexual intimate partner violence. As to child marriage, 19% of women aged 20-24 were married or in union by the age of 18⁸⁰.

People with disabilities

28. The percentage of the population living with some form of disability is 4.9, respectively 4.2% male and 5.5% females, whereas 1.2 live with a severe disability, corresponding to 1.1% males and 1.3% females. People with disabilities are among the most vulnerable groups in Cambodian society; the constant equal lack of opportunity (e.g. access to education, training and employment) alienates them from fully participating in their communities⁸¹. The Government of Cambodia has adopted a number of laws, regulations and policies to enact the right of people with disabilities, such as the National Disability Strategic Plan 2014-2018, the National Plan of Action for persons with disabilities including landmine and Explosive Remnants of War³ survivors 2009-2011, the Law on the Protection and the Promotion of the Rights of People with Disabilities 2009, among others. The latter is being currently revised to better address the lives of the 689,532 disabled people in the country⁸².

Migration, refugees and internally displaced people

29. Limited employment and relatively low wages push a growing number of people from rural to seek opportunities, including abroad⁸³. Internal migration to Phnom Penh is significant, but there are also large flows to less populated rural regions⁸⁴. As to international migration, there are 1.1 million Cambodians emigrants, of which 54% are women, with Thailand (63%), USA (18%) and France (6%) being the top three international destinations⁸⁵. However, from March 2020 to December 2021, over 260,000 Cambodian migrant workers have returned home, mostly from Thailand, due to the disruptive consequences of the COVID-19 pandemic⁸⁶.
30. Most Cambodians emigrate through irregular channels, increasing risks to human trafficking and labour exploitation. New trends include women being subject to forced marriage abroad and an increasing number of Cambodians identified in forced labour trafficking situations within the regional fishing industry⁸⁷. Cambodia is

⁷¹ UNDP. 2020. *Human Development Report*.

⁷² UN Women. 2020. *UN Women Cambodia*.

⁷³ Ibidem.

⁷⁴ UN Women. 2021. *Women Count: Cambodia*.

⁷⁵ World Bank. 2019. *Labor force participation rate, female (% of female population ages 15+) (national estimate)*.

⁷⁶ UNDP. 2021. *The Gender Wage Gap in Cambodia*.

⁷⁷ UN Women. 2019. *A fresh look and a fresh start for survivors of human trafficking in Cambodia*.

⁷⁸ UN Women. 2020. *The Gendered Dynamics of Trafficking in Persons across Cambodia, Myanmar and Thailand*.

⁷⁹ ECPAT. 2018. *Cambodia, Country Overview. A report on the scale, scope and context of the sexual exploitation of children*.

⁸⁰ UN Women. 2020. *Global Database on Violence against Women*.

⁸¹ NIS. 2020. *General Population Census of the Kingdom of Cambodia 2019*.

⁸² Ibidem.

⁸³ Between 2000 and 2015, the stock of emigrants rose from around half a million to almost 1.2 million (160% increase). OECD. 2017. "What impacts does migration have on development in Cambodia?".

⁸⁴ Diepart, J. C., Ngin, C. 2020. "Internal Migration in Cambodia" In *Internal Migration in the Countries of Asia*.

⁸⁵ UN Population Division. 2020. *International Migrant Stock 2019*.

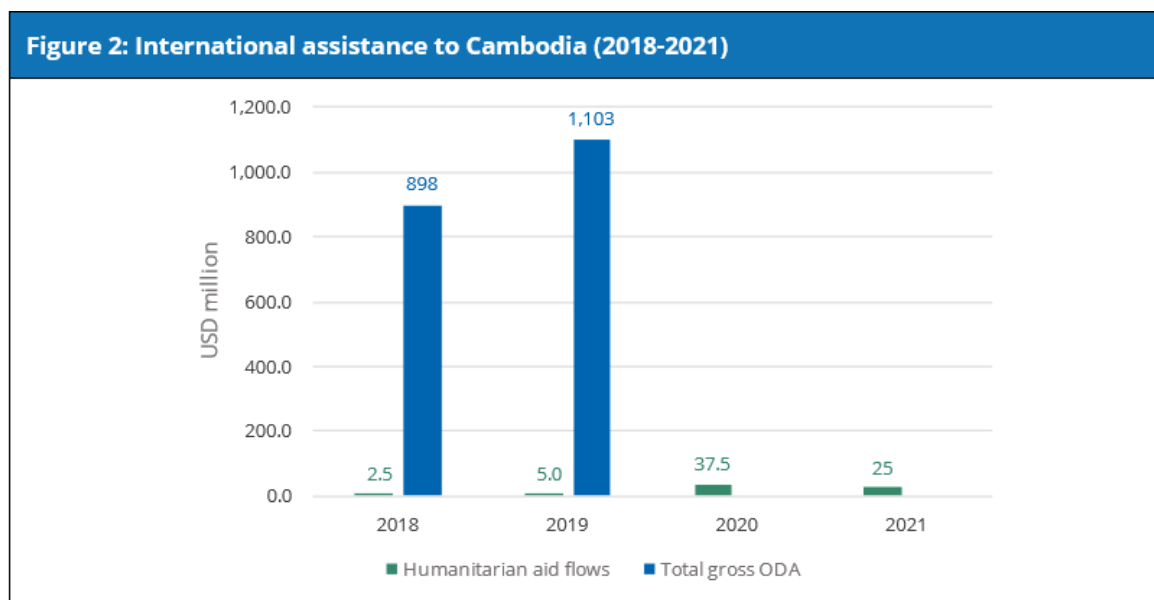
⁸⁶ Lay Samean. 2021. *Over 260K migrants return since Covid-19 outbreak*. The Phnom Penh Post. 21 December 2021.

⁸⁷ IOM. 2020. *Cambodia*.

also a host country to 12 asylum seekers⁸⁸ and 57,444 stateless persons⁸⁹; most of them are Vietnamese minority populations⁹⁰.

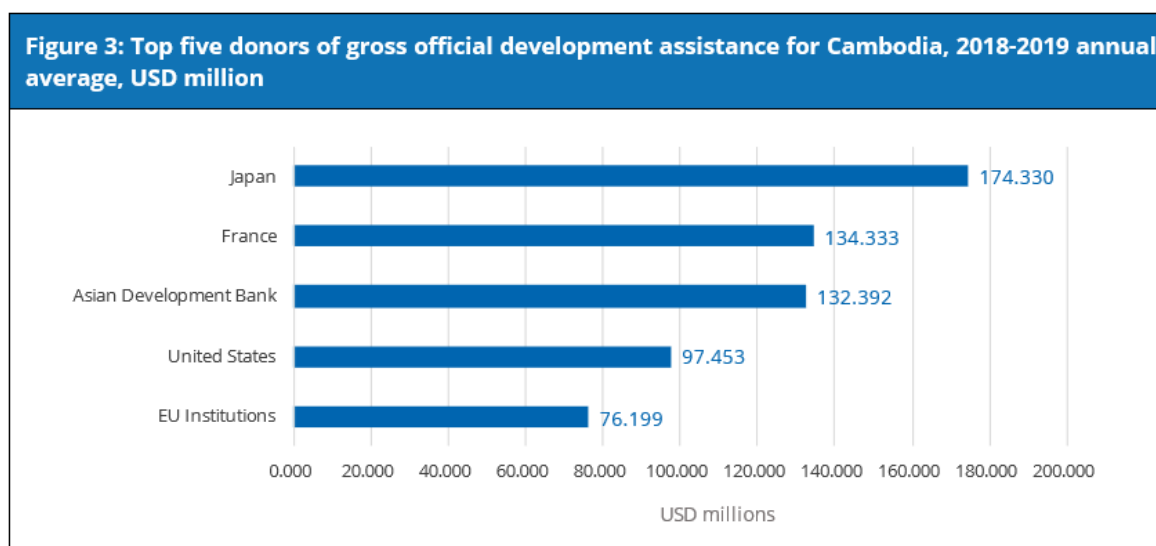
International development assistance

31. During the period 2018-2019⁹¹, Cambodia received a yearly average USD 1 billion gross official development assistance (ODA) and, during the period 2018-2021, an annual average of USD 17.6 million of humanitarian aid flows. The proportion of gross ODA per Gross National Income (GNI) increased by 0.6 points between 2018 (3.4%) and 2019 (4%), along with humanitarian funding which raised from 0.011% in 2018 to 0.15% in 2020, showing a decrease in 2021 (0.10%) (Figure 2).



Source: OECD and UN OCHA – FTS websites, data extracted on 5/11/2021.

32. The top five average official development assistance funding sources between 2018-2019 are Japan, France, the Asian Development Bank, the United States, and the European Union (EU) (Figure 3).



Source: UN OCHA – FTS website, data extracted on 5/11/2021.

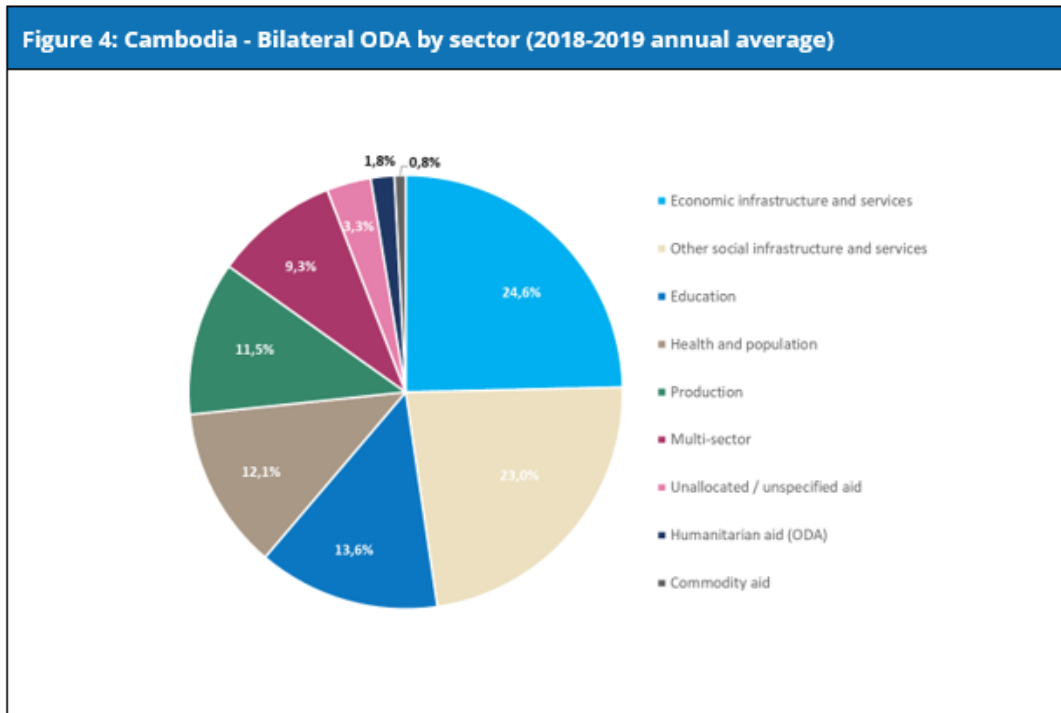
⁸⁸ UNHCR. 2020. Popstats: persons of concern in Cambodia.

⁸⁹ UNHCR. 2019. *Global Trends: Forced Displacement in 2019*. pp. 72-75.

⁹⁰ Sperfeldt, C. 2020. *Minorities and Statelessness: Social Exclusion and Citizenship in Cambodia*. International Journal on Minority and Group Rights 27, n.1: 94-120.

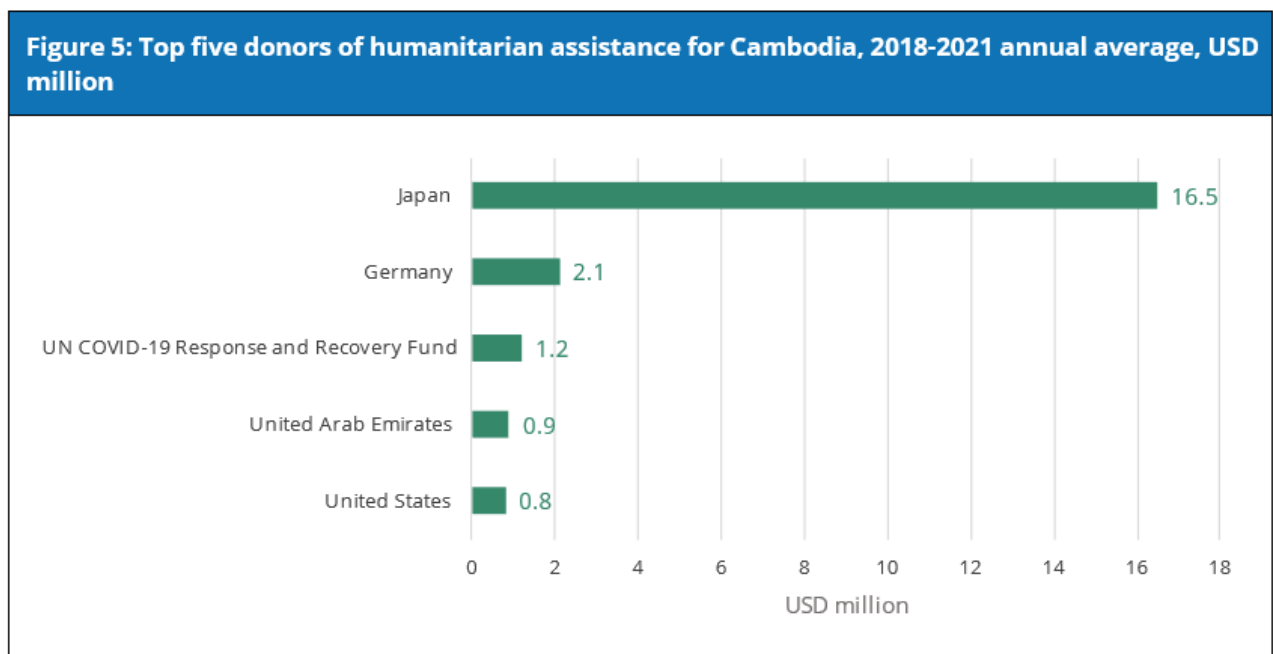
⁹¹ 2020-2021 ODA data are not available yet.

33. Disaggregated by sector, ODA to Cambodia over the 2018-2019 period was mainly allocated to economic infrastructure and services (24.6%), other social and infrastructure services (23%), education (13.6%), and health and population (12.1%) (Figure 4).



Source: OECD website, data extracted on 5/11/2021.

34. The main humanitarian donors over the 2018-2020 period were Japan, Germany, the UN COVID-19 Response and Recovery Fund, the United Arab Emirates, and the United States (Figure 5). Humanitarian funding in 2020 focused mainly on health (81.2%), mine action (11.8%), while food security accounted for 0.8%, with WFP being the largest UN recipient and channeling 6.2% of the total funding.



Source: UN OCHA - FTS websites, data extracted on 5/11/2021.

United Nations Development Assistance Framework

35. The current United Nations Development Assistance Framework (UNDAF) covers the period 2019-2023 and leverages the expertise, capacity and resources of the United Nations to support the Government's priorities. It outlines the partnership between the United Nations (UN) and the Government of Cambodia in support of the national development priorities as articulated in the Rectangular Strategy-Phase IV (RS-IV) and the 2030 Agenda.
36. The current UNDAF is aligned with Cambodia's priorities and needs, as articulated through national development priorities and plans. It is shaped by the central themes of the 2030 Agenda and the SDGs –People, Planet, Prosperity, Peace and Partnership – and includes five inter-related outcomes, focusing on expanding social and economic opportunities; promoting sustainable living; strengthening participation and accountability and managing urbanization (Annex 3). UNDAF also includes four key accelerators in the areas of social protection, nutrition (co-led by WFP), youth and data; these accelerators will be used as key drivers for strategizing and prioritizing programming in order to speed up the achievement of one or more SDGs and UNDAF outcomes. In 2020, the United Nations Country Team (UNCT) in Cambodia developed a Socio-economic Response and Recovery Plan (SERF) to mobilize and re-purpose the UN system's development portfolio to support the government's efforts to save lives and stop transmission of the virus; mitigate the socio-economic impact of the pandemic on the poorest and most vulnerable Cambodians; and to recover better⁹².
37. An independent evaluation of the UNDAF cycles 2011–2015 and 2016–2018 assessed their relevance, effectiveness, efficiency, impact and sustainability. It found that previous UNDAFs reflected Cambodia's national priorities and that UN interventions had led to some genuine successes in support of national priorities. However, UNDAF had been less successful in leveraging the added value of individual UN agencies. Key issues relates to the varied coherence of the design across outcomes; the limited use of a systematic application of a theory of change; and the indirect relationship between many of the indicators and performance targets of the previous two UNDAFs and the programmes for which they were supposed to account; in addition, the limitations in critically resourcing interventions influenced the overall performance of the UN system. The evaluation recommended that the UN system in Cambodia: (i) pursue more innovative approaches to programme implementation and partnerships; (ii) adopt greater flexibility and an experimental approach to design and delivery; and (iii) make improvements in programme-relevant data (UNDAF results matrices, performance indicators, targets, data collection procedures).

⁹² UNDAF. 2021. *Annual Results Report 2020 Cambodia*.

2. Reasons for the evaluation

2.1. RATIONALE

38. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the OEV, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board (EB) approval in November 2023.

2.2. OBJECTIVES

39. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Cambodia; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

40. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders and a matrix of stakeholders with their respective interests and roles in the CSPE is included in Annex 5. The evaluation will present an opportunity for national, regional and corporate learning. Internally, the key stakeholders of the CSPE are the WFP Cambodia CO, the regional bureau in Bangkok (RBB) and HQ technical divisions, followed by the Executive Board (EB) and OEV for synthesis and feeding into other evaluations. A selection of WFP staff will provide inputs on knowledge needs, the evaluation process and its deliverables as part of an Internal Reference Group (IRG) (Annex 14).

41. Externally, the Government of Cambodia is an important stakeholder as it has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. It also has a direct interest in knowing how WFP has helped complement national priorities and Cambodia's Vision 2030. The CSPE will also seek to engage with WFP direct and indirect beneficiaries to learn directly from their perspectives and experiences. Data disaggregation by ethnicity, status groups, sex and age groups (women, men, boys and girls) based on gender-sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CSPE. Special attention will be also given to other potentially marginalised population groups, including people with disabilities. The main national stakeholders include: the Ministry of Planning; the Ministry of Agriculture, Fishery, and Forestry; the Ministry of Education, Youth and Sport; the Ministry of Health; the Ministry of Economy and Finance; the Ministry of Social Affairs, Veterans and Youth Rehabilitation; and the Ministry of Women's Affairs, the Council for Agricultural and Rural Development (CARD), the National Committee for Disaster Management (NCDM), the National Committee for Sub-National Democratic Development (NCDD). as well as regional and local government institutions.

42. WFP is a member of the UNCT, which operates under the leadership of the Resident Coordinator, collaborating at policy and/or programme level with Food and Agricultural Organisation of the United Nations (FAO); United Nations Development Programme (UNDP); United Nations Children's Fund (UNICEF); United Nations Office for Project Services (UNOPS); World Health Organization (WHO); World Bank Association of Southeast Asian Nations (ASEAN); and United Nations Volunteers (UNV).

43. Other partners of WFP include donor governments - e.g. Government of the United States; US Agency for International Development (USAID); United States Department of Agriculture (USDA); Government of Japan; Korea International Cooperation Agency; Government of Cambodia; European Union through the European Civil Protection and Humanitarian Aid Operations (ECHO); Government of Australia; the

German Federal Foreign Office; private donors - cooperating partners and non-governmental organizations, private sector entities and financial institutions.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

44. WFP has been present in Cambodia since 1979, providing support to Cambodian families to meet their emergency needs and enhance the long-term food and nutrition security of vulnerable households and communities. Over this time WFP has regularly adjusted its portfolio of work to the changing needs of the country⁹³. As of 2017, prior to the shift to the Country Strategic Plan framework, WFP provided assistance to the most marginalised Cambodians living in food-insecure communities, through a **Country Programme (CP) 2011-2017 (200202)**, which covered food and cash-based safety nets in the sectors of education, nutrition, asset creation and livelihood support; food assistance was also provided in response to emergencies, when required (Annex 7).

Cambodia Transitional Interim Country Strategic Plan

45. In the course of 2017, WFP developed **the Cambodia Transitional Interim Country Strategic Plan (T-ICSP)**, covering the January-December 2018 period (Annex 13). The T-ICSP pursued four strategic outcomes (SO) designed to focus on resilience building and root causes of food and nutrition insecurity, implementing 5 main activities primarily through capacity strengthening (CS), food and cash-based transfers (CBT) (Table 2). Its portfolio constitutes an extension of the CP 2011-2017, rationalising the scale and scope of the programme in line with a gradual transition away from direct implementation, while the consultations for the design of the Country Strategic Plan were underway.
46. The T-ICSP was informed by the findings and recommendations from the 2014 WFP operational evaluation of CP 200202⁹⁴, which 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.
47. Through the T-CSP, WFP estimated to potentially reach 544,951 beneficiaries (Tier 1)⁹⁵ through food and CBT modalities under SO1 and SO2. All individuals benefiting from WFP's activities under SO2-4 through capacity strengthening are classified as Tier 3 beneficiaries⁹⁶. A detailed overview of the T-ICSP implementation as per the Annual Country Reports (ACR) is presented in Annex 9, along with its line of sight in Annex 8 of these ToR.

⁹³ WFP.2019. *Country Brief*.

⁹⁴ WFP. 2014. *Cambodia CP 200202 (2011-2016): A mid-term Operation Evaluation*.

⁹⁵ Tier 1/Direct beneficiaries: identifiable and recordable individuals who receive direct transfers from WFP or from a Cooperating Partner, to improve their food security and nutrition status. WFP. 2020 *Interim Guidance on Tier 2 and Tier 3 Beneficiaries*.

⁹⁶ Tier 3/indirect beneficiaries: wider population impacted by WFP's technical assistance, advocacy and support to policies, systems and national programmes. WFP. 2019. *Guidance Note on Estimating and Counting Beneficiaries*.

Table 2: Cambodia T-ICSP (2018): overview of Strategic Outcomes (SO) and Activities				
SDG	WFP SR	Focus Area	SO	Activity and Modality
SDG 2.1	SR 1	Root causes	SO 1: Children in poor and least resilient areas have reliable access to adequate and appropriate nutritious food throughout the year.	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. Beneficiary group(s): pre-primary and primary school-aged children (Tier 1). Modality: CS, food, CBT.
SDG 2.4	SR 4	Resilience	SO 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.	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. Beneficiary group(s): Food insecure people across Cambodia and in targeted areas (Tier 1). Modality: CS, food. Activity 3: Provide technical assistance to national stakeholders to enhance national capacity, <u>systems</u> and coordination mechanisms to prepare for and efficiently respond to natural disasters. Beneficiary group(s): vulnerable people in disaster prone areas (Tier 3). Modality: CS, technical support
SDG 17.9	SR 5	Root causes	SO 3: National institutions strengthened for effective, <u>coordinated</u> and harmonised action towards ending all forms of malnutrition by 2030.	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. Beneficiary group(s): nutritionally vulnerable people (Tier 3). Modality: CS.
SDG 17.9	SR 5	Resilience	SO 4: National and local governance institutions and social protection systems are better informed and strengthened towards improved services delivery by 2030.	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, <u>social protection</u> and emergency response mechanisms. Beneficiary group(s): poor and vulnerable people across Cambodia (Tier 3). Modality: CS.

Source: Cambodia T-ICSP (2018), line of sight and logframe 1.0.

Financial overview of the Transitional Interim Country Strategic Plan

48. The total cost of the T-ICSP was initially estimated at **18,3** USD million. However, the T-ICSP budget has been subsequently revised through one budget revision (BR)⁹⁷ in 2018, reaching a total of USD **22,4** million. This BR served to increase the tonnage and cost of food under SO.

⁹⁷ WFP. 2018. BR 2. BR1 was a technical revision demanded by WFP HQ updating WINGS.

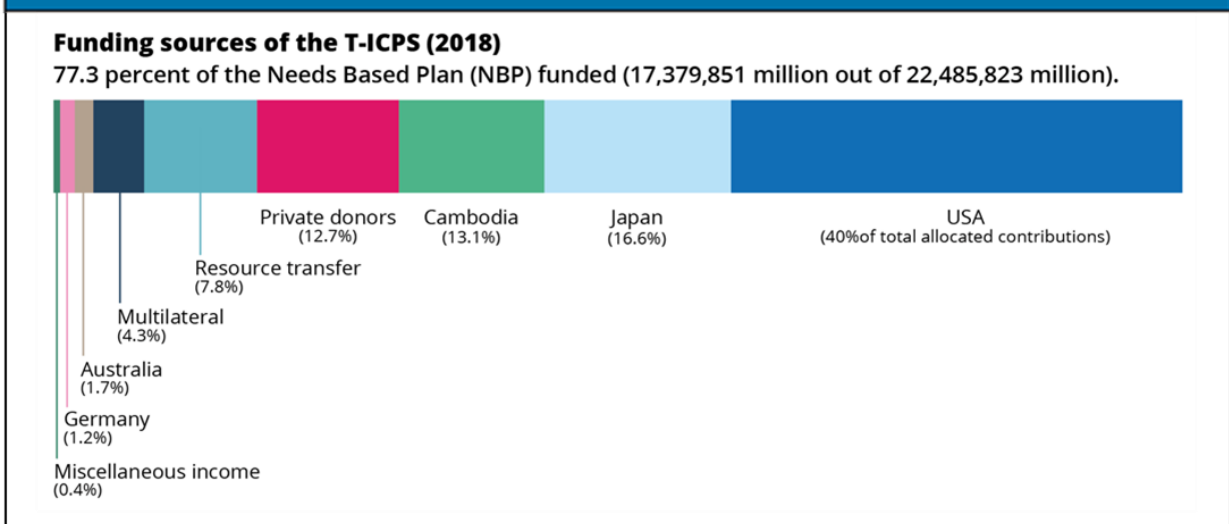
Table 3: Cumulative financial overview (USD) of the T-ICSP

Focus Area	SO	Activity	Needs Based Plan (NBP) – (original CSP)	Needs Based Plan (NBP) – (latest BR - BR02)	Allocated resources	Expenditures
Root causes	SO 1	Act 1	12,134,851 (79%)	15,636,744 (83%)	14,642,564 (75%)	12,160,155 (83%)
Resilience	SO 2	Act 2	1,654,411 (11%)	-	1,451,997 (7%)	1,330,213 (92%)
		Act 3	215,657 (1%)	-	91,690 (0,5%)	91,690 (100%)
	Subtotal SO 2		1,870,068 (12%)	1,847,382 (10%)	1,543,687 (8%)	1,421,904 (92%)
Root causes	SO 3	Act 4	335,337 (2%)	336,768 (2%)	145,053 (1%)	113,717 (78%)
Resilience	SO 4	Act 5	962,659 (6%)	1,030,941 (5%)	710,195 (4%)	405,572 (57%)
	Non SO specific	Non act specific	-	-	2,574,953 (13%)	-
Total operational cost			15,302,915 (100%)	18,851,835 (100%)	19.616.451 (100%)	14,101,347 (72%)
Direct support costs (DSC)			1,818,121	2,261,614	2,261,614	1,576,475 (70%)
Indirect support costs (ISC)			1,198,473	1,372,374	1,173,039	1,173,039 (100%)
Grand total			18,319,509	22,485,823	23,051,104	16,850,862 (73%)

Source: CPB, BR02, and ACR-1 IRM analytics for Allocated Resources and Expenditures as of 31/12/2018.

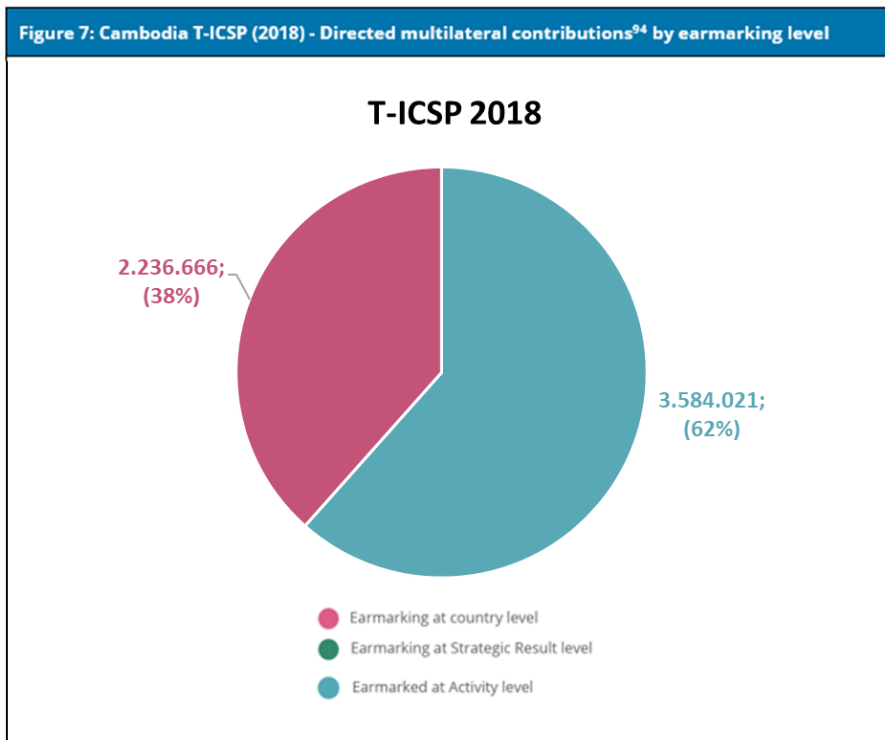
49. The T-ICSP was funded at **77.3%** with the largest contributions by the United States, followed by Japan, the Government of Cambodia and the Private sector (Figure 6). Regarding budget allocation among the four SOs, most of the resources were foreseen (93%) under SO1 and SO2. In terms of focus areas, the needs were divided between ‘root causes’ (85%) and “resilience building’ (15%) (Figure 6).

Figure 6: Funding resources of the Cambodia T-ICSP (2018)



Source: FACTory, data extracted on 18/11/2021.

50. Overall, most of the donor contributions confirmed were allocated at **activity level (62%)** and only 38% at country level. No contributions are allocated at strategic result level (Figure 7).



Source: WFP FACTory, data extracted on 24/11/2021.

Cambodia Country Strategic Plan

51. In the course of 2018, WFP designed **a five-year full Country Strategic Plan (CSP)** for Cambodia running from January 2019 to December 2023, approved by the Executive Board in February 2019 (Annex 13). In the past decades, WFP has progressively shifted from relief and recovery programming to development assistance, supporting the country towards achieving Sustainable Development Goals 2 on zero hunger and 17 on partnerships for sustainable development⁹⁸. Under the CSP, WFP intended to continue its shift from activity implementation to strengthening national capacities and building scalable programme models. The CSP positions WFP as a partner to the Government in addressing major cross-cutting concerns in social protection, food security/nutrition and emergency preparedness/response, moving away from activity implementation into an advisory capacity⁹⁹.
52. The design of the CSP was informed by the findings and recommendations from the 2018 Cambodia Country Portfolio Evaluation (CPE) (2011-2017)¹⁰⁰, commending WFP's to shift from the implementation of food assistance programmes towards capacity strengthening for national counterparts, leveraging its expertise in food security and nutrition analytics to strengthen national capacities and improve evidence-based policy formulation and planning. In particular, the evaluation suggested: i) organizing a sense-making workshop to clarify and consolidate the results of numerous assessments and studies for integration into the strategic review and country strategic plan process; ii) developing information products and knowledge management strategies that consolidate the CO's technical and financial contributions; iii) strengthening support to the decentralization process by examining a variety of models for strengthening subnational capacities; iv) rationalizing the CO's staff capacity and ensure that it is the optimal size for its new institutional role; v) right-sizing the portfolio to fit CO capacity and resource outlook; and vi) defining the support required from headquarters and the regional bureau for the CO's programmatic and institutional transition.
53. According to the CSP document, the CSP aligns with the Government's 2017 mid-term and strategic review of the National Strategy for Food Security and Nutrition 2014-2018 and the priorities articulated

⁹⁸ WFP. 2021. *Internal Audit of WFP Operations in Cambodia*

⁹⁹ WFP.2019. *Cambodia CSP (2019-2023)*

¹⁰⁰ WFP. 2018. *Cambodia: An Evaluation of WFP's Portfolio (2011-2017)*.

for the National Strategic Development Plan 2014–2018 and the National Social Protection Policy Framework 2016–2025. It is also aligned with the UNDAF 2019–2023 and contributes to Sustainable Development Goals 2 and 17 and to WFP strategic results 1, 4, 5.

54. The CSP is articulated around five strategic outcomes, originally designed to focus on resilience building and root causes, implemented through six main activities primarily through food transfer, CBT, CS and service provision and platform activities (Table 4). Under SO1, WFP originally planned to potentially reach 424,640 direct beneficiaries (Tier 1), while under SO 2, SO3, SO4 and SO5 it was intended to benefit indirect beneficiaries (Tier 3). A detailed overview of CSP implementation as per the Annual Country Reports (ACR) is presented in Annex 9.
55. In 2020., COVID-19 mitigation measures had significant social and economic impacts across the country and the COVID-19 pandemic left exposed populations at greater risk of food insecurity and malnutrition. In Estimates suggested a GDP retrenchment of minus 4.1%, impacting both most vulnerable populations and the near poor. In addition, in October 2020, Cambodia experienced heavy rainfall across much of the country, resulting in significant flash flooding, which affected over 175,000 households across 14 of 25 provinces., In order to provide WFP food assistance in response to multiple crises in 2020, the Cambodia CO implemented an emergency response cash-based transfer programme, followed on from the immediate food assistance to affected households, with the aim to improve food security and support livelihoods recovery to vulnerable households. Through a BR approved in October 2020, one new SO related to crisis response was created (Table 4); by implementing one activity under SO 6, WFP planned to reach 64,400 vulnerable households, all classified as Tier 1.
56. To implement its activities, WFP would closely collaborate with numerous partners in Cambodia. Detailed lists of national and international partners and their respective roles in CSP implementation are presented in Annex 5.
57. A Mid-Term Review (MTR) of the current CSP is currently ongoing and is planned to be finalized by January 2022. The MTR will assess whether the activities within the CSP is achieving the desired results, reaching targets, and whether processes are in place to work jointly to achieve Zero Hunger results; it will answers five main questions, focusing on: i) relevance of the CSP Theory of Change and related assumptions; ii) analysis of the CSP results; iii) factors influencing positively and negatively the CSP implementation; iv) benchmarking of the quality of the CSP implementation in area of cross cutting results; v) changes adaptation¹⁰¹.

¹⁰¹WFP.2021. *Terms of Reference of the Mid-Term Review of the Cambodia CSP (2019-2023)*.

Table 4: Cambodia CSP (2019-2023): overview of Strategic Outcomes (SO) and Activities				
SDG	WFP SR	Focus Area	SOs – CSP	Activity and Modality – CSP
SDG 2.1	SR 1	Root causes	SO 1: Vulnerable communities in Cambodia have access to nutritious, safe, diverse, convenient, <u>affordable</u> and preferred foods by 2025.	Activity 1: Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding Beneficiary group(s): primary and pre-primary schoolchildren, households of children in primary and pre-primary schools, local <u>producers</u> and suppliers (Tier 1) Modality: Food, CBT, CS
SDG 2.1	SR 1	Crisis response	SO 6: Vulnerable people affected by crises in Cambodia have access to nutrition sensitive food assistance during and after the crisis.	Activity 7: Provide nutrition-sensitive food/CBT assistance to crisis-affected populations to save lives and recover livelihoods. Beneficiary group(s): people affected by crises (Tier 1). Modality: Food, CBT
SDG 2.4	SR 4	Resilience	SO 2: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023	Activity 2: Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation. Beneficiary group(s): smallholder farming communities, people in Cambodia, vulnerable communities in Cambodia (Tier 3). Modality: CS
SDG 17.9	SR 5	Root causes	SO 4: National and subnational institutions in Cambodia have strengthened capacities to develop, coordinate and implement well-informed, <u>effective</u> and equitable actions for achieving food security and nutrition targets by 2030.	Activity 4: Develop and integrate digital information systems and provide technical assistance in their use to government officials and their counterparts. Beneficiary group(s): vulnerable communities (Tier 3). Modality: CS Activity 5: Provide technical, coordination and organizational assistance to the Government and other food security, <u>nutrition</u> and social protection actors at the national and subnational levels. Beneficiary group(s): people in Cambodia, vulnerable communities (Tier 3). Modality: CS
SDG 17.9	SR 5	Resilience	SO 3: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025.	Activity 3: Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination. Beneficiary group(s): vulnerable communities (Tier 3). Modality: CS
17.16	SR 8	Resilience	SO 5: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year.	Activity 6: Provide on-demand supply chain services to other UN agencies and humanitarian actors. Beneficiary group(s): crisis-affected and other vulnerable people (Tier 3). Modality: Service provision and platform activities

Source: Cambodia CSP (2019-2023) document, CSP logframe 5.0 as of Dec 2020 and BR 4.

Financial overview of the Country Strategic Plan

58. The original Needs Based Plan as stated in the CSP is USD **50,241,310**. However, the CSP budget has been subsequently revised 4 times, reaching a total of USD **80,347,950**¹⁰², through the following BRs:

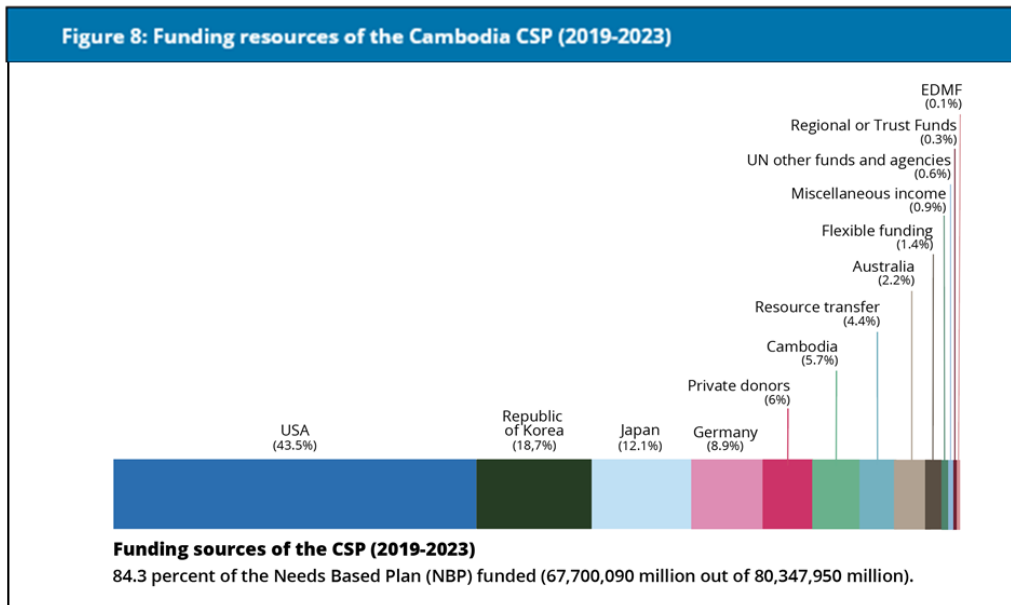
- BR 1 (April 2020), augmenting the budget by USD 22,009,670 and reflecting additional unanticipated funding contributions, in line with national plans and development partner priorities. The increase reflects an adjustment of the budgets under SOs 1, 2, 3 and 4.
- BR 2 (September 2020), decreasing the budget by 290,480, aligning programme implementation under the existing SOs with the necessary adjustments to WFP's work in light of the global COVID-19 pandemic. These changes mostly related to shifting timelines and repurposing resources to meet changing context.
- BR 3 (October 2020), supporting the Government to respond to the global humanitarian and economic crisis triggered by the COVID-19 pandemic, adding a new crisis response-focused SO6 and augmenting the budget by USD 500,000.
- BR 4 (May 2021), increasing the budget by USD 7,887,450 mainly for SO2, SO3 and SO6 to augment WFP assistance in those areas.

Table 5: Cumulative financial overview (USD) of the CSP						
	SO	Activity	Needs Based Plan (NBP) and percent on total (original CSP)	Needs Based Plan (NBP) and percent on total (latest BR - BR04)	Allocated resources and percent on total	Expenditures and expenditure vs. allocated resources
Root causes	SO 1	Act 1	30,898,997 (75%)	47,282,183 (69%)	35,560,314 (66%)	21,567,948 (61%)
Resilience	SO 2	Act 2	4,843,398 (12%)	7,682,632 (11%)	3,400,085 (6%)	1,824,916 (54%)
Resilience	SO 3	Act 3	1,834,184 (4%)	3,587,453 (5%)	2,381,325 (4%)	1,305,447 (55%)
Root causes	SO 4	Act 4	1,668,836 (4%)	2,196,363 (3%)	1,090,152 (2%)	944,207 (87%)
		Act 5	1,278,301 (3%)	1,690,211 (2%)	713,269 (1%)	562,777 (79%)
	Subtotal SO 4		2,947,137 (7%)	3,886,574 (6%)	1,803,421 (3%)	1,506,984 (84%)
Resilience	SO 5	Act 6	476,773 (1%)	174,195 (0.3%)	122,438 (0.2%)	106,258 (87%)
Crisis response	SO 6	Act 7	-	5,765,143 (8%)	5,572,251 (10%)	611,932 (11%)
	Non SO specific	Non act specific	-	-	5,301,712 (10%)	-
Total operational cost			41,000,488 (100%)	68,378,180 (100%)	54,141,545 (100%)	26,923,485 (50%)
Direct support costs (DSC)			6,174,451	7,077,694	4,713,253	2,707,157 (57%)
Indirect support costs (ISC)			3,066,371	4,892,076	3,429,317	3,429,317 (100%)
Grand total			50,241,310	80,347,950	62,284,115	- 33,059,959 (53%)

Source: CPB, BR04, and ACR-1 IRM analytics for Allocated Resources and Expenditures as of 18/11/2021.

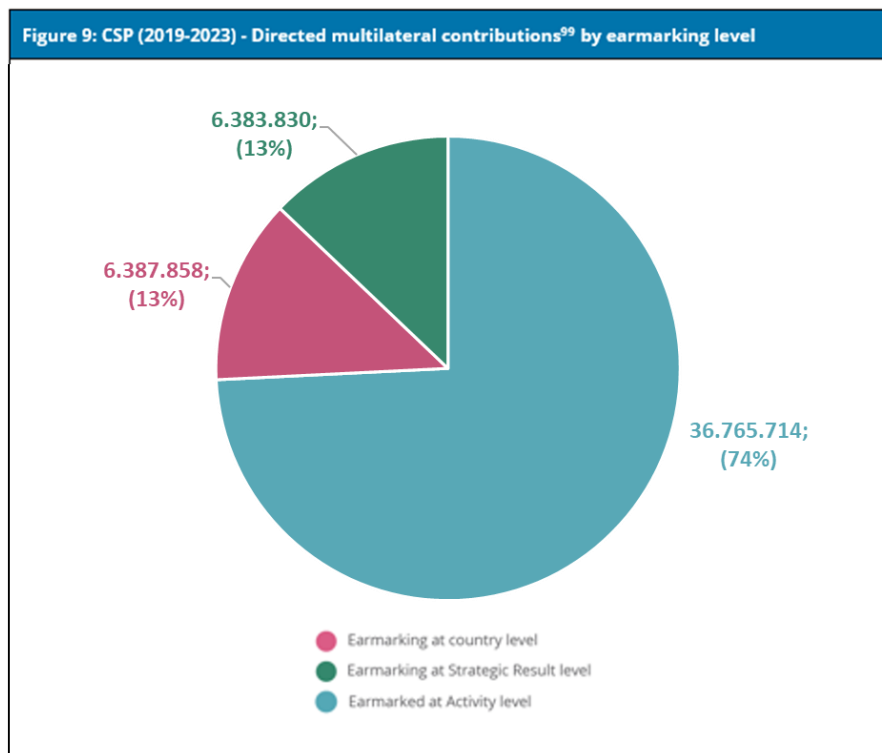
59. As shown in Figure 8, as of October 2021 the CSP is funded at **84.3%**; the largest contributions are from the United States, followed by Republic of Korea, Japan and Germany (Figure 8). Looking at the budget allocation, the bulk of the CSP resources have been budgeted under SO1 (69%), followed by SO2 (11%) and SO6 (8%), SO4 (6%), SO3 (5%) and SO5 (0.3%).

¹⁰² BR 3,4, 5 and 6, WFP.



Source: FACTory, data extracted on 18/11/ 2021.

60. Overall, 74% of the donor contributions confirmed are allocated at **activity level**, followed by 13% at strategic results level, with only 13% at country level, affecting CO's flexibility for programming funds across activities. (Figure 9).



Source: WFP FACTory, data extracted on 24/11/2021

Staffing

61. As of April 2021, the WFP CO in Cambodia had 82 staff: 50% women and 50% men. Approximately 85% of the staff is national (49% women and 51% men), and 15% are international recruits (58% women and 42% men)¹⁰³. In addition to the Cambodia CO in Phnom Penh, WFP operates with two sub-offices, one in Siem Reap and the other one close to Phnom Penh (Annex 1).

¹⁰³ WFP Dashboard. 2021. *Cambodia*. Data accessed on 23 November 2021.

3.2. SCOPE OF THE EVALUATION

62. The evaluation will cover all of WFP activities (including cross-cutting results) for January 2018-mid 2022, i.e. from the start of the T-ICSP until the end of the CSPE data collection mission. Moreover, the evaluation will build on the Country Portfolio Evaluation (2011-2017) to enable the assessment of key changes in the approach moving from project-based to country level strategic planning. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are, key facilitators or impediments.
63. The unit of analysis are the CSP and the previous T-ICSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP and T-ICSP documents approved by WFP Executive Board (EB), as well as any subsequent approved budget revisions. The evaluation will focus on assessing WFP contributions to T-ICSP and CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.
64. Within this framework, the scope of the evaluation will be further refined during the inception phase and will be informed by in depth desk review of available evaluations and reviews and by scoping interviews with key stakeholders to be conducted during the inception phase.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

65. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 - To what extent was the T-ICSP and is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the T-ICSP and is the current CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent was the T-ICSP and is the current CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent was the T-ICSP and is current CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in Cambodia?
1.4	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the T-ICSP and is current CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 - What is the extent and quality of WFP's specific contribution to the T-ICSP and current CSP strategic outcomes in Cambodia?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the T-ICSP and current CSP strategic and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the T-ICSP and current CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the T-ICSP and current CSP facilitate more strategic linkages between humanitarian, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently in contributing to T-ICSP and current CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?

3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected in the T-ICSP and current CSP?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the T-ICSP and the current CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	To what extent did the T-ICSP and current CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CO have appropriate human resources capacity to deliver on the T-ICSP and current CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected T-ICSP and current CSP?

66. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population (AAP) of WFP's response.
67. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country that would be of special interest for learning purposes. Those themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
68. An important area of focus will be the contribution of WFP to capacity strengthening at national and local level. Themes / lines of enquiry which could be of particular interest to this CSPE identified at TOR stage are:
- How relevant, effective and efficient was the response to the COVID-19 crisis and what were the effects on other interventions planned under the CSP?
 - How relevant, effective and sustainable is WFP's contribution to the national Social Protection agenda?

4.2. EVALUATION APPROACH AND METHODOLOGY

69. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).

70. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
71. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
72. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
73. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques, including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
74. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
75. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The template of the evaluation matrix is presented in Annex 11. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
76. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
77. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.
78. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

79. In view of the on-going pandemic situation, decision will be made in on whether the inception mission and the data collection mission will be conducted through one of the following modalities: remotely, in country or hybrid (i.e. national team members conducting interviews in-country and those team members affected by international travel restrictions conducting interviews remotely whilst providing regular oversight and guidance to national team members). Should the contextual situation allow it, the aim would be to hold the final stakeholder workshop in Phnom Penh in November 2022. In all cases, the evaluation will draw fully on all available secondary sources, including ongoing or previous evaluations and reviews, relevant thematic studies and monitoring data made available by the CO. Technical and financial offers for this evaluation should consider 2 main scenarios (remotely and in country inception and data collection missions and stakeholder workshop). Final decision on the mission modality will be made close to the date in consultation with the CO.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e., the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

80. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.
81. Several issues could have implications for the conduct of the evaluation. At this stage, the following potential evaluability challenges have been preliminarily identified:
- Limitations in physical access to internal and external stakeholders due to the Covid-19 pandemic in Cambodia and related restrictions imposed, which could have implications for the coverage of field visits during the data collection mission, limiting also access to beneficiaries;
 - Access to both former Government officials and WFP staff due to the staff turn-over, notably at technical levels in the Government and of the international staff in WFP;
 - In 2021, WFP conducted an internal exercise to review the ToC behind its CSP and individual activities and key assumptions. As part of the inception phase, the evaluation team would be expected to review and eventually complement the ToC in consultation with the CO as a basis for the evaluation work.
 - The time frame covered by the evaluation may limit the ability of the evaluation team to carry out a complete evaluation of the outcomes of the different activities: CSPE are meant to be final evaluations of a five-year or a three-programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.
 - From a preliminary desk review and analysis on availability of WFP monitoring data, some of the outcome and output indicators listed in the logical framework of the T-ICSP and CSP have not been systematically reported on in the ACR 2018-2020, thus limiting the validity and measurability of indicators (Annex 6):
 - The T-ICSP had one logical framework, composed of 65 indicators (17 outcome indicators, 6 cross-cutting indicators, and 42 output indicators) spread over four strategic outcomes and five activities. Reporting on outcome and output indicators was low: the 2018 ACR provides baselines, year-end targets, CSP-end targets and follow-up values for 5 outcome indicators, the 6 cross-cutting indicators, and 4 output indicators only.
 - The adoption of five different versions of the logical framework since the start of the CSP might also present evaluability challenges. As of November 2021, the CSP logframe comprises 81 indicators (16 outcome indicators, 8 cross-cutting indicators, and 57 output indicators). The

2020 ACR provides baselines, year-end targets, CSP-end targets and follow-up values for 11 outcome indicators, 8 cross-cutting indicators, and 34 output indicators; while the 2019 ACR reported on 10, 5, 31, respectively. The number of indicators has increased over time but not all them have been systematically measured and reported since the approval of the CSP, making trend analysis difficult. An example is provided by outcome indicator related to the retention rate (SO1) – which was dismissed in logframe 3.0– and the dietary diversity score (SO6) - which was added in logframe 5.0.

- There is already a wide body of evidence on SO1 covered by a number of completed and ongoing decentralized evaluations (Annex 12). There is an expectation that the ET will assess the existing data and evidence and adjust the level of effort and focus on primary and secondary data collection to make the most of existing analysis; however, the team will have to triangulate the existing evidence so that CSPE will be complementary, avoiding duplication.

82. The findings and conclusions of the ongoing CSP Mid-Term Review of the CSP, which will be finalized by January 2022, and the centralized and completed and ongoing decentralized evaluations, as well as any other relevant studies will provide additional inputs to the CSPE (Annex 12).

National Data

83. Cambodia scored 60 in the 2020 World Bank Statistical Capacity Index.¹⁰⁴ This is a relatively low score, below the average for East Asia and Pacific, which is 74.5. The latest national population and housing censuses and the Cambodia demographic and family health survey were completed in 2019 and 2010 respectively; the National Agricultural Census was concluded in 2013, and the Economic Census was finalized in 2012. The Cambodia Inter-Censal Agriculture Survey was completed in 2019, and the regular Cambodia Socio-Economic Surveys are published since 2014 on an almost annual basis (the latest is for the 2019-2020 and the previous one compiles 2017 data)¹⁰⁵.

84. Regarding the monitoring of progress towards the SDGs, an overall assessment of data availability is available in the 2019 VNR report. The Government of Cambodia adopted the CSDGs¹⁰⁶ in November 2018; the database is maintained by the Cambodia National Institute of Statistics (NIS), part of the Ministry of Planning (MoP), which has overall responsibility for the national Monitoring and Evaluation Process.

4.4. ETHICAL CONSIDERATIONS

85. Evaluations must conform to WFP and United Nations Evaluation Group ([UNEG ethical standards and norms](#)). Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

86. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Cambodia T-ICSP and current CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

87. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws

¹⁰⁴ [World Bank website](#).

¹⁰⁵ NIS. 2021. *Existing reports*.

¹⁰⁶ Available at [this link](#)

its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

88. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to OEV.
89. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

90. The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 4 presents a more detailed timeline. The CO and RBB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

5.2. EVALUATION TEAM COMPOSITION

91. The CSPE will be conducted by a gender balanced team of four evaluators (including a researcher), composed of at least 2 International and 2 national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Khmer) who can effectively cover the areas of expertise listed in table 7 below. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Main phases	Timeline	Tasks and deliverables
1. Preparation	20 Dec 2021 10-25 Jan 2022 11 February 2022 11 February 2022 March/April 2022	Draft TOR cleared by DoE CO commenting period Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	4-6 May 2022 9-13 May 2022 27 June – 11 July 2022 28 July 2022	HQ/RB briefing (remote) CO inception mission (remote, in country or hybrid TBC) CO comment process on inception report Inception report
3. Data collection	22 August – 9 Sep 2022 28 September 2022	Evaluation data collection and exit debriefing (remote, in country or hybrid TBC) Preliminary findings debriefing with CO and other stakeholders (
4. Reporting	7 October 2022 28 November 12- December 2022 22-23 December 022 13 February 2023 10 March 2023	Draft evaluation report shared with IRG IRG commenting period Stakeholder workshop (remote, in country or hybrid TBC) Final evaluation report Summary evaluation report ¹⁰⁷
5. Dissemination	March/April 2023 April-November 2023 December 2023	Management response Executive Board preparation Wider dissemination

¹⁰⁷ The Summary Evaluation Report is drafted by the evaluation manager and validated by the team leader.

Table 7: Summary of evaluation team and areas of expertise required ¹¹³	
Areas of CSPE	Expertise required
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including strong problem-solving skills; • Solid understanding of key players within and outside the UN System and strong experience in evaluating implementation of strategic plans and CO positioning; • Relevant knowledge and experience in Cambodia or similar contexts; • Proven track record of evaluation of capacity strengthening activities at institutional and community level, in the context of development and humanitarian interventions in a similar country settings; • Experience in the analysis of policy, advocacy and partnerships; • Strong analytical, synthesis, report writing, and presentation skills and ability to deliver on time; • Fluency and excellent writing skills in English; • Specialization in one of the following areas: food assistance, disaster and emergency preparedness, gender analysis; government capacity strengthening; • Prior experience in WFP evaluations is strongly preferred.
The evaluation team should combine expertise in the following areas	
Food Security and Nutrition	<ul style="list-style-type: none"> • Strong technical expertise in food security, resilience, livelihood and nutrition , and in national and local capacity strengthening and technical assistance; • Proven track record of evaluation of food security and nutrition related interventions, with a focus on support to national efforts, evidence generation and coordination to inform decision making and design of new policies and programmes, in the context of development and humanitarian interventions in a similar context; • Familiarity with the latest evidence in food security, food systems and nutrition;
Social Protection, including Shock Responsiveness and School Feeding	<ul style="list-style-type: none"> • Strong technical expertise in social protection, including school feeding activities, such as take-home rations, home grown school feeding and cash-based transfers programmes, and in national and local capacity strengthening and technical assistance; • Proven track record of evaluation of social protection, including school feeding activities and evidence base policy and programme support at national and subnational level, in the context of development and humanitarian interventions in a similar context. • Strong familiarity with the humanitarian, development and peace nexus discourse;
Disaster Risk Management and Emergency Response	<ul style="list-style-type: none"> • Strong technical expertise in disaster risk management, emergency and preparedness frameworks, logistics, supply chain management and procurement; • Proven track record of evaluation of technical assistance to the government in strengthening institutional capacities for disaster risk management and humanitarian supply chain; • Proven track record of evaluation of disaster risk management, emergency and preparedness frameworks, logistics, provision of services, supply chain management and procurement activities, in the context of development and humanitarian interventions in a similar context; • Strong knowledge of assistance schemes to smallholder farmers.
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of and experience in evaluation and research, including, ability to provide qualitative and quantitative research support to evaluation teams, analyze and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed by the team	<ul style="list-style-type: none"> • The additional areas of expertise requested are: <ul style="list-style-type: none"> ◦ Programme efficiency and effectiveness calculations ◦ Gender ◦ Humanitarian principles and access ◦ Accountability to Affected Populations ◦ Environment <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. ROLES AND RESPONSIBILITIES

92. This evaluation is managed by OEV. Ramona Desole has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michele Gerli, Research Analyst, will provide support to the evaluation team with collection and compilation of relevant WFP documentation not available in the public domain. He will analyse internal data in support of the overall data collection effort. He will also facilitate the evaluation team's engagement with respondents and

provide support to the logistics of field visits. Aurelie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.

93. An internal reference group composed of selected WFP stakeholders at CO, RB and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Cambodia; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Benjamin Scholtz, Head of VAM/M&E Unit, has been nominated the WFP CO focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

94. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

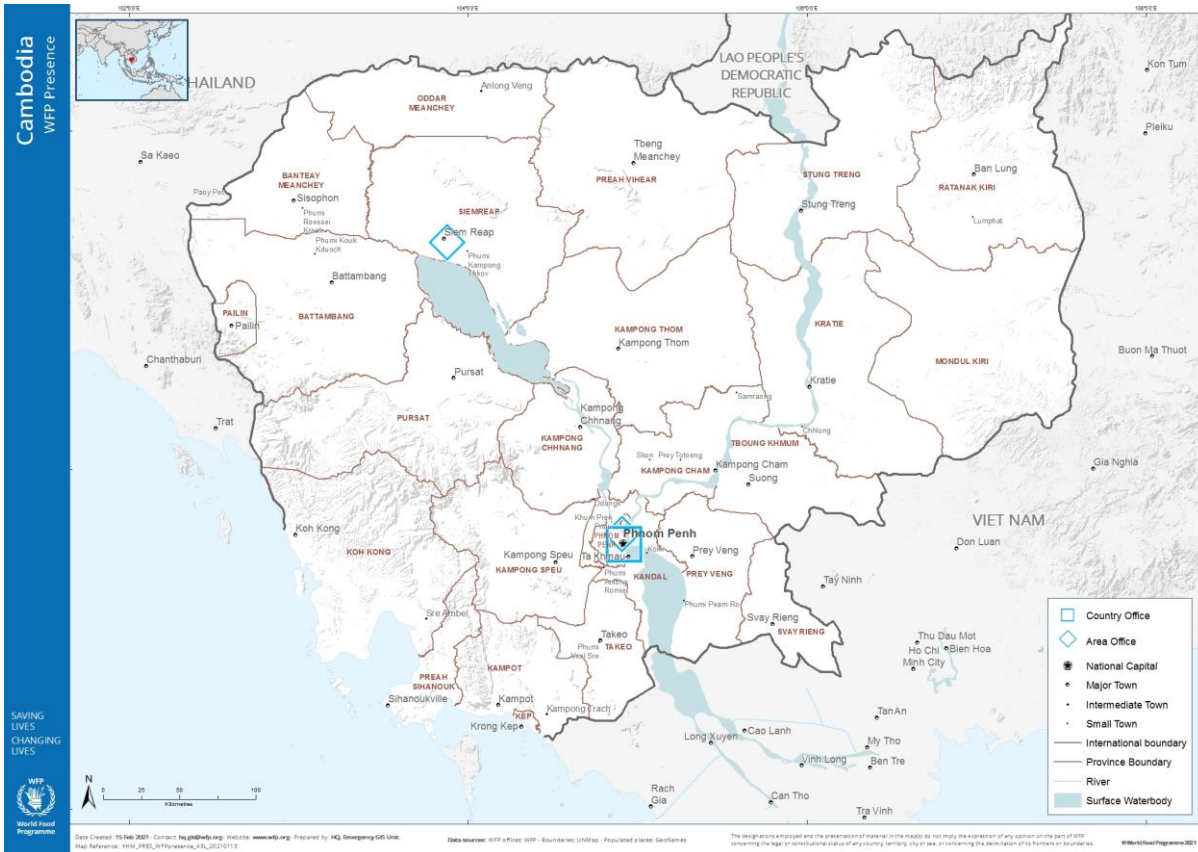
95. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (Annex 10) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.6. THE PROPOSAL

96. The evaluation will be financed through the country portfolio budget.
97. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.
98. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annexes

Annex 1: Cambodia, map with WFP Offices in 2021



Source: WFP GIS unit

Annex 2: Cambodia Fact Sheet

	Parameter/(source)	2018	2020	Data source
General				
1	Human Development Index (1)	0.585	0.594 (2019)	UNDP Human Development Reports 2019 and 2020
2	Total number of people of concern (refugees, asylum seekers, others of concern) (5)	0	12 (asylum seekers)	UNHCR
Demography				
7	Population total (millions) (2)	16,249,795	16,718,971	World Bank
8	Population, female (% of total population) (2)	51.20%	51.18%	World Bank
9	Percentage of urban population (2)	19.5% (2008)	39.4% (2019)	General Population Census of Cambodia 2008 and 2019
10	Total population by age (1-4) (millions) (6)	1,256,559 (2010-2019)		UNSD
11	Total population by age (5-9) (millions) (6)	1,478,056 (2010-2019)		UNSD
12	Total population by age (10-14) (millions) (6)	1,424,533 (2010-2019)		UNSD
14	Adolescent birth rate (births per 1,000 women ages 15-19)	57 (2003-2018)		UNFPA
Economy				
15	GDP per capita (current USD) (2)	1,512	1,543	World Bank
16	Income inequality: Gini coefficient (1)	Not reported		UNDP Human Development Reports 2019 and 2020
17	Foreign direct investment net inflows (% of GDP) (2)	13.07	13.52 (2019)	World Bank
18	Net official development assistance received (% of GNI) (4)	3.4%	4.0%	OECD/DAC
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	5.83% (2018)		SDG Country Profile
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	22.01%	22.84%	World Bank
Poverty				

22	Population near multidimensional poverty (%) (1)	2.1%	21.1%	UNDP Human Development Reports 2019 and 2020
23	Population in severe multidimensional poverty (%) (1)	13.2 percent	13.2 percent	UNDP Human Development Reports 2019 and 2020
Health				
21	Maternal mortality ratio (number of deaths of women from pregnancy-related causes per 100,000 live births) (3)	160 (2017)		UNICEF SOW 2021
22	Healthy life expectancy at birth (2)	69.57	69.82	World Bank
23	Prevalence of HIV, total (% of population ages 15-49) (2)	0.6%	0.50%	World Bank
Gender				
28	Gender Inequality Index (1)	114	117 (2019)	UNDP Human Development Reports 2019 and 2020
29	Proportion of seats held by women in national parliaments (%) (1)	19.3%	21.6% (2021)	UN Women
30	Labour force participation rate, total (% of total population ages 15+) (national estimate) (2)	76.4%	62.4%	World Bank
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	38.45%	36.57%	World Bank
Nutrition				
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	44.9	44.8	The State of Food Security and Nutrition report 2019 and 2021
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	10 (2013-2018)	10	The State of Food Security and Nutrition report 2019 and 2021
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	32 (2013-2018)	30	The State of Food Security and Nutrition report 2019 and 2021
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	2 (2013-2018)	2	The State of Food Security and Nutrition report 2019 and 2021
36	Mortality rate, under-5 (per 1,000 live births) (2)	27.6	26.6 (2019)	World Bank
Education				
37	Adult literacy rate (% ages 15 and older) (11)	87.7% (2019)		National Institute of Statistics (NIS)

38	Population with at least secondary education (% ages 25 and older) (1)	21.3% (2017)	22.4%	UNDP Human Development Reports 2019 and 2020
40	Primary school enrolment, gross percent of primary school-age children (2)	107%	105%	World Bank
41	Secondary school enrolment, gross percent of secondary school-age children (2)	Not reported	55%	World Bank

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA; (11) NIS. 2020. General Population Census of the Kingdom of Cambodia 2019.

Annex 3 UNDAF outcomes and corresponding SDGs

		Outcomes				
		1. Expanding social opportunities: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, have their basic needs addressed equitably as they benefit from and utilize expanded quality social services and social protection in a more resilient, fairer and sustainable society.	2. Expanding economic opportunities: By 2023, women and men in Cambodia, in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations ; and participate in a growing, more productive and competitive economy , that is also fairer and environmentally sustainable .	3. Supporting sustainable living: By 2023, Women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods , and are resilient to natural and climate change related trends and shocks.	4. Strengthening participation & accountability: By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.	5. Managing urbanization: By 2023, all women and men living in urban areas, including those marginalized and vulnerable, enjoy a safer, more secure and healthier life , utilizing quality public and private services , and benefiting from improved urban governance informed by their voice and participation .
UNDAF 2019-2023						
National Development Priorities in the Rectangular Strategy Phase IV		<ul style="list-style-type: none"> Human resource development Promotion of private sector development and employment 	<ul style="list-style-type: none"> Human resource development Economic diversification Private sector development and employment Inclusive and sustainable development 	<ul style="list-style-type: none"> Human resource development Private sector development and employment Inclusive and sustainable development 	<ul style="list-style-type: none"> Human resource development Economic diversification Acceleration of governance reform 	<ul style="list-style-type: none"> Human resource development Inclusive and sustainable development
Central themes of the SDGs		People	Prosperity	Planet	Peace	Urbanization
Corresponding SDGs		1,2,3,4,5,6,10,16,17	1,5,6,8,9,10	1,2,5,6,7,9,10,11,12,13,14,15,16,17	5,10,16,17,18	1,2,3,4,5,6,7,8,9,10,11,13,17
UN agencies		UNFPA, FAO, IAEA, ILO, UNAIDS, UNAIDS, UNDP, UNESCO, UNHCR, UNICEF, UNWOMEN, WFP , WHO	FAO, IFAD, ILO, ITC, UNESCO, UNFPA, UNICEF, UNIDO, UNCDF, UNDP, UNV, UNWOMEN, WHO	FAO, IAEA, IFAD, OHCHR, UNCDF, UNDP, UN Environment, UNESCO, UNICEF, UNIDO, WFP , WHO,	ILO, OHCHR, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNW, UNWOMEN,	ILO, IOM, OPM, UNAIDS, UNCDF, UNESCO, UNFPA, UNHABITAT, UNICEF, UNWOMEN, WFP , WHO
Common Budgetary Framework (USD)	Total required	266,906,000	131,395,744	115,356,506	44,680,433	19,305,500
	Projected to be available	201,147,500	75,061,598	54,006,329	22,515,421	17,175,500

Source: UNDAF Cambodia 2019-2023. The total UNDAF funding requirements were USD 577.6 million, and USD 369.9 million were projected to be available. However, according to the 2020 Socio-economic Response and Recovery Plan (SERF), of the US\$ 87.99 million estimated SERF resources required, US\$ 60.39 million was repurposed from UNDAF, and US\$ 26 million in new funding was mobilized, including US\$ 1.7 million raised from the UN Recover Better Fund.

Annex 4: Timeline

Phase 1 – Preparation		Who	Deadline
D 1	Clear draft TOR 1 to be circulated for comments to CO and to LTA firms	DoE	20 Dec 2021
	Send out draft TOR 1 to LTA firms with DL to share proposal by 23 January	EM	22 Dec 2021
	Send out draft TOR 1 to be circulated to CO for comments with DL to share by 25 January	EM	10 Jan 2022
	Review draft TOR 1	CO	10-25 Jan 2022
	Prepare proposals based on the Draft TOR	LTA	23 Jan 2022
	Send comments on draft TOR 1	CO	25 Jan 2022
D 2	Address comments from CO and share draft 2 TOR with QA2	EM	26-28 Jan 2022
	Provide QA2 on draft 2 TORs	QA	31 Jan-1 Feb 2022
	Share draft 2 TORs for approval by DOE	EM	2 Feb 2022
	Re-send out draft TOR 1 with adjusted timeline to LTA firms with DL to share proposal by 2 March	EM	11 Feb 2022
Final	Clear final TORs	DOE	7-11 Feb 2022
	Send final TOR to WFP Stakeholders	EM	11 Feb 2022
	Review LTA proposals	EM	March 2022
	Contract evaluation team/firm	EM	22 April 2022
Phase 2 – Inception		Phase 2 – Inception	
	Team preparation, literature review prior to HQ briefing	Team	25-29 April 2022
	HQ & RB Inception Briefing (remote)	Team/EM	4 – 6 May 2022
	Remote Inception Mission (remote)	Team/EM	9-13 May 2022
D 0	Submit high quality Draft 0 Inception Report (IR) (after the company's quality check) to OEV	TL	27 May 2022
	OEV quality assurance and feedback	EM	3 June 2022
D 1	Submit Draft 1 IR	TL	10 June 2022
	Review Draft 1 IR and submit it to DOE for clearance	EM	17 June 2022
	Clear Draft 1 IR	OEV/DOE	24 June 2022
	Share draft inception report to CO for comment (2 weeks)	EM	27 June – 11 July 2022
	Consolidate comments and send them the TL	EM	11 July 2022
Final	Submit final IR to OEV based on CO's comments, with team's responses in the matrix of comments	TL	18 July 2022
	Clear Final IR	QA2	25 July 2022
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	28 July 2022
Phase 3 - Evaluation Phase, including Fieldwork		Phase 3 - Evaluation Phase, including Fieldwork	
	Data collection (hybrid)	Team	22 August – 9 Sep 2022
	Exit debrief with CO management (PPT)	TL	9 September 2022
	Preliminary findings debriefing with CO and other stakeholders (PPT)	Team	28 September 2022

Phase 4 – Reporting		Phase 4 – Reporting	
D 0	Submit high quality Draft 0 Evaluation Report (ER) to OEV (after the company's quality check)	TL	14 October 2022
	OEV quality assurance and feedback to TL	EM	28 October 2022
D 1	Submit Draft 1 to OEV	TL	7 November 2022
	Review Draft 1 ER and submit to DOE for clearance	EM	14 November 2022
	Clear Draft 1 ER prior to circulating it to Internal Reference Group (IRG)	OEV/DOE	28 November 2022
	Share Draft 1 ER with IRG for feedback	EM	5 December 2022
	Consolidate comments and send them the TL	EM	19 December 2022
	Stakeholder workshop (remote, in country or hybrid TBC)	TL/EM	22-23 December 2022
D 2	Submit Draft 2 ER to OEV based on WFP's comments, with team's responses in the matrix of comments	ET	30 December 2022
	Review Draft 2 ER and share any additional feedback/major revisions with ET	EM	9 January 2023
D 3	Submit Draft 3 ER to OEV	TL	23 January 2023
	Review Draft 3 ER and submit to DOE for approval	EM	30 January 2023
	Approve Draft 3 ER	OEV/DOE	13 February 2023
(SER)	Prepare Draft 0 Summary Evaluation Report (SER)	EM	27 February 2023
	Seek SER validation by TL	EM	3 March 2023
	Approve final SER	OEV/DOE	10 March 2023
	Share final SER to WFP' s Oversight and Policy Committee for information	OEV/DOE	17 March 2023
Phase 5 - Executive Board (EB) and follow-up		Phase 5 - Executive Board (EB) and follow-up	
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	March 2023
	Tail end actions, OEV websites posting, EB Round Table. etc.	EM	March – April 2023
	Presentation and discussion of SER at EB Round Table	OEV/DOE	October / November 2023
	Presentation of Summary Evaluation Report to the EB	OEV/DOE	November 2023
	Review LTA proposals	EM	March 2022

Note: CPP= Corporate Planning and Performance; DOE= Director of Evaluation; EM=Evaluation manager; OEV=Office of Evaluation; TL=Team Leader, QA2=Quality Assurance Level 2

Annex 5: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country office	Responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	Primary stakeholder. CO staff will be involved in planning, briefing and feedback session, including in the stakeholder workshop as key informants will be interviewed during the inception and data collection phases. They will have an opportunity to review and comment on the draft Inception Report and draft Evaluation Report. Under the oversight and coordination of WFP Corporate Planning and Performance Division (CPP), CO staff will also prepare the management response to the CSPE.	Country Director, Head of Programme and Programme Officers, CO sub-office staff, Partnership officer, Head of M&E/VAM and other units as relevant, including gender and protection.

<p>Regional Bureau</p>	<p>WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results as these can inform RBB's technical support and oversight to the CO as well as regional plans and strategies.</p>	<p>Primary stakeholder. RBB staff will be key informants and interviewed during the inception and data collection phases. They will participate in the debriefing at the end of the data collection phase and in the stakeholder workshop during the reporting phase. RBB staff will comment on the draft Evaluation Report and provide inputs on the management response to the CSPE.</p>	<p>Senior RB Management, members of the Internal Reference Group and other technical and senior staff as relevant.</p>
<p>HQ Divisions and WFP technical units</p>	<p>HQ Divisions and technical units have an interest in lessons relevant to their mandates. The CSPE is expected to strengthen HQ Division's strategic guidance and technical support to the RB and CO, and to provide lessons with broader applicability globally.</p>	<p>Primary stakeholder. HQ Divisions and technical units will be key informants and interviewed during the inception and data collection phase on the themes covered by the CSPE. HQ Divisions represented in the IRG will have an opportunity to comment on the draft ER and provide inputs to the management response to the CSPE.</p>	<p>HQ Divisions represented in the IRG and evaluation focal points in HQ Divisions and technical units as relevant</p>
<p>WFP Executive Board</p>	<p>Accountability role, but also an interest in potential wider lessons from Cambodia's evolving contexts and about WFP roles, strategy and performances.</p>	<p>Secondary stakeholder. Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Cambodia.</p>	<p>Executive Board member delegates.</p>
<p>External stakeholders</p>			
<p>Affected communities / beneficiary groups <i>(direct beneficiaries)</i></p>	<p>As the ultimate recipients of food/cash and other types of assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate, and effective.</p>	<p>Primary stakeholder. They will be interviewed and consulted during the data collection phase as feasible. Special attention will be given in hearing the voices of women and girls of diverse groups, people with disabilities and other potentially marginalised population groups.</p>	<p>Pre-primary and primary school children, families of children in (pre-)primary schools, local food producers and suppliers, smallholder farming communities, vulnerable communities in Cambodia, crisis affected and other vulnerable people.</p>

		Special arrangements may have to be made to meet children.	
Affected communities / beneficiary groups <i>(indirect beneficiaries)</i>	As the ultimate recipients of WFP's capacity strengthening and technical support to the Government of Cambodia, these affected populations have a stake in WFP determining whether its assistance has been relevant, appropriate, and effective.	Secondary stakeholder. These indirect beneficiaries will not be as directly involved in the evaluation data collection as they would be if WFP had been delivering direct assistance. However, indirect beneficiaries with the most direct links to the cascade effects of WFP capacity strengthening work with the Government might be interviewed and consulted during the data collection phase.	People reached by governments or partners with WFP support to improve their food security, people benefited from the strengthened capacity of the private sector, government and small- and medium-scale entrepreneurs.
The Government of Cambodia	The evaluation is expected to enhance collaboration and synergies among national institutions and WFP and accelerating progress towards replication, hand-over and sustainability.	Primary stakeholder. Key staff from the Government will be interviewed and consulted during the inception and the data collection phases, as applicable. Interviews will cover policy and technical issues. They will also participate in the stakeholder workshop during the reporting phase.	Political and technical staff in the following ministries and national institutions: <ul style="list-style-type: none"> • Ministry of Planning; Ministry of Agriculture, Fishery, and Forestry; Ministry of Education, Youth and Sport; Ministry of Health; Ministry of Economy and Finance; Ministry of Social Affairs, Veterans and Youth Rehabilitation; Ministry of Women's Affairs; Ministry of Posts and Telecommunications. • National Social Protection Council; National Committee for Disaster Management; National Council of Sub-National Democratic Development Secretariats; Council for Agricultural and Rural Development.
Government at decentralized level	The evaluation is expected to help enhance and improve collaboration between WFP and Government at the regional and local levels,	Primary stakeholder. Government key staff from the regional and local levels will be interviewed and consulted during the inception and the data collection phases, as applicable. Interviews will cover policy and technical issues. They may also participate	Political and technical staff in the following ministries and national institutions: <ul style="list-style-type: none"> • Ministry of Education, Youth and Sport at subnational level;

	especially in areas of joint implementation.	in the stakeholder workshop during the reporting phase.	<ul style="list-style-type: none"> • National Council of Sub-National Democratic Development Secretariats and subnational authorities; • commune authorities (commune councils and budget committees); school management committees; provincial committees for disaster management.
UN country team and international organizations	UN agencies and other partners in Cambodia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various mechanisms, such as the protection, food security, nutrition. The CSPE can be used as an input to improve collaboration, coordination and increase synergies within the UN system and its partners.	Primary stakeholder. The UN and other partner agencies involved in nutrition, resilience, supply chain, and national capacity strengthening will be interviewed and consulted during the inception and data collection phases, as applicable. The CO will keep UN partners, and other international organizations informed of the evaluation's progress, and, in collaboration with OEV, will seek to maximize synergies between the ongoing evaluations and the CSPE.	Senior Management, UN Resident Coordinator, UN Agencies' Representatives, including those from the following agencies: Food and Agricultural Organisation of the United Nations (FAO); United Nations Development Programme (UNDP); United Nations Children's Fund (UNICEF); United Nations Office for Project Services (UNOPS); World Health Organization (WHO); World Bank; Association of Southeast Asian Nations (ASEAN); United Nations Volunteers (UNV);
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and whether WFP's work is effective in alleviating food insecurity of the most vulnerable.	Primary stakeholder. Donor representatives will be interviewed and consulted during the inception and data collection phases, as applicable. They may also participate in the stakeholder workshop during the reporting phase and be involved in the report dissemination activities.	Representatives and Senior Management from the following donors: Government of the United States; US Agency for International Development (USAID); United States Department of Agriculture (USDA); Government of Japan; Korea International Cooperation Agency; Government of Cambodia; European Union through the European Civil Protection and Humanitarian Aid Operations (ECHO); Government of

			Australia; the German Federal Foreign Office; charities; private donors; private donors in China through the Tencent platform.
Cooperating partners and NGOs	WFP relies on cooperating partners and NGOs to implement activities. They have an interest in enhancing synergies and collaboration with WFP, in light of the implications of the evaluation results.	Secondary stakeholder. Key staff of cooperating partners and NGOs will be interviewed during the inception and data collection phases, as applicable.	Representatives from: Plan International, World Vision International, World Education Inc., Humanitarian Response Forum, People in Need, DanChurchAid, Action Contre la Faim, and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).
Private sector partners	WFP works with the private sector through a private-public partnership model. They have an interest in learning from the evaluation with a view to improve on-going and future collaboration with WFP.	Secondary stakeholder. Current or potential partners from the private sector may be interviewed during the inception and data collection phases, as applicable.	Mastercard; Michael Kors; Latter-day Saint Charities; Tencent; Japan Association for the World Food Programme; Scaling Up Nutrition (SUN) Business Network.
Other partners (research institutions, academia and civil society)	Current or potential partners from research institutions, academia and the civil society may have an interest in learning about the implications of the evaluation results.	Secondary stakeholder. Current or potential partners from the civil society, academic or research institutions. These partners with may be interviewed during the inception and data collection phases, as applicable.	Netherlands Development Organisation (SNV); Hellen Keller International; 17 Triggers; Cambodia SUN Civil Society Alliance; civil society networks.

Annex 6: Evaluability assessment

Transitional Interim Country Strategic Plan Cambodia (2018)

Table 1: Transitional Interim Country Strategic Plan Cambodia (2018) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (08-05-2017)	Total nr. of indicators	17	6	42
Total number of indicators that were included across all logframe versions		17	6	42

Table 2: Analysis of results reporting in Cambodia annual country report (2018)		
		ACR 2018
Outcome indicators		
	Total number of indicators in applicable logframe	17
Baselines	Nr. of indicators with any baselines reported	5
	Total nr. of baselines reported (sub-indicator level)	15
Year-end targets	Nr. of indicators with any year-end targets reported	5
	Total nr. of year-end targets reported	15
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5
	Total nr. of CSP-end targets reported	15
Follow-up	Nr. of indicators with any follow-up values reported	5
	Total nr. of follow-up values reported	15
Cross-cutting indicators		
	Total number of indicators in applicable logframe	6
Baselines	Nr. of indicators with any baselines reported	6
	Total nr. of baselines reported	20

Year-end targets	Nr. of indicators with any year-end targets reported	6
	Total nr. of year-end targets reported	20
CSP-end targets	Nr. of indicators with any CSP-end targets reported	6
	Total nr. of CSP-end targets reported	20
Follow-up	Nr. of indicators with any follow-up values reported	6
	Total nr. of follow-up values reported	20
	Total number of indicators in applicable logframe	42
Targets	Nr. of indicators with any targets reported	4
	Total nr. of targets reported	28
Actual values	Nr. of indicators with any actual values reported	4
	Total nr. of actual values reported	28

Country Strategic Plan Cambodia (2019-2023)

Table 3: Country Strategic Plan Cambodia (2019-2023) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (06-06-2018)	Total nr. of indicators	7	4	9
v 2.0 (19-03-2019)	New indicators	5	1	38
	Discontinued indicators	0	0	0
	Total nr. of indicators	12	5	47
v 3.0 (31-01-2020)	New indicators	1	0	2
	Discontinued indicators	1	0	0
	Total nr. of indicators	12	5	49
v 4.0 (19-10-2020)	New indicators	4	2	8
	Discontinued indicators	0	0	0

	Total nr. of indicators	16	7	57
v 5.0 (02-12-2020)	New indicators	1	1	0
	Discontinued indicators	1	0	0
	Total nr. of indicators	16	8	57
Total number of indicators that were included across all logframe versions		6	4	9



Table 14 Analysis of results reporting in Cambodia annual country reports (2019-2023)			
		ACR 2019	ACR 2020
Outcome indicators			
	Total number of indicators in applicable logframe	12	16
Baselines	Nr. of indicators with any baselines reported	10	11
	Total nr. of baselines reported (sub-indicator level)	53	56
Year-end targets	Nr. of indicators with any year-end targets reported	10	11
	Total nr. of year-end targets reported	53	92
CSP-end targets	Nr. of indicators with any CSP-end targets reported	10	11
	Total nr. of CSP-end targets reported	53	92
Follow-up	Nr. of indicators with any follow-up values reported	10	11
	Total nr. of follow-up values reported	53	92
Cross-cutting indicators			
	Total number of indicators in applicable logframe	5	8
Baselines	Nr. of indicators with any baselines reported	5	8
	Total nr. of baselines reported	11	26
Year-end targets	Nr. of indicators with any year-end targets reported	5	7
	Total nr. of year-end targets reported	11	23
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	8
	Total nr. of CSP-end targets reported	11	26
Follow-up	Nr. of indicators with any follow-up values reported	5	7
	Total nr. of follow-up values reported	11	23
Output indicators			


	Total number of indicators in applicable logframe	47	57
Targets	Nr. of indicators with any targets reported	31	34
	Total nr. of targets reported	52	54
Actual values	Nr. of indicators with any actual values reported	31	34
	Total nr. of actual values reported	52	57

Annex 7: WFP Cambodia presence during the period 2015-2021

	2015	2016	2017	2018	2019	2020	2021
Cambodia relevant events and Pandemic	<p>January 2015 - Prime Minister Hun Sen marks 30 years in power.</p> <p>September 2015 - Cambodia embraced the Agenda 2030</p> <p>2015 - El Niño weather.</p>	<p>National Strategic Development Plan (NSDP) 2014-2018 / Rectangular Strategy Phase III</p> <p>National Strategy for Food Security and Nutrition (NSFSN) 2014-2018</p> <p>National Fast Track Roadmap for Improving Nutrition (2014-2020)</p> <p>National Action Plan for Zero Hunger Challenge in Cambodia 2016-2025</p> <p>Approbation of United Nations Development Assistance Framework 2016-2018</p> <p>2016 - Intense drought period</p>	<p>July 2017 - Tropical Storm Sonca</p> <p>November 2017 - Typhoon Damrey</p>	<p>July 2018 - General elections were held to elect members of the sixth National Assembly.</p>	<p>Approbation of the National Strategic Development Plan (NSDP) 2019-2023 / Rectangular Strategy Phase IV</p> <p>National Strategy for Food Security and Nutrition (NSFSN) 2019-2023</p> <p>Approbation of United Nations Development Assistance Framework 2019-2023</p> <p>Voluntary National Review 2019</p> <p>July 2019 - Tropical Depression Kajiki</p>	<p>January 2020 - First case of COVID-19 is detected.</p> <p>September 2020 - UN Cambodia Socio-economic Response to COVID-19 Framework</p> <p>October-November 2020 - 13 consecutive tropical storms hit the country</p>	<p>July 2021 - COVID-19 pandemic at its highest peak since the first case was detected.</p> <p>September-October 2021 - Intense floods.</p>

			followed by intense flood period.					
WFP operations	Country Programme Cambodia 200202 (2011-2016)	<p>Activity type: School meals, take-home rations and cash scholarships for pre-primary and primary school children; fortified rice and other foods in school meals and improved water, sanitation and hygiene; Strengthen government programme management capacity, information systems and policy and strategy platforms; Productive assets and livelihood support; Development of risk reduction, preparedness and response capacities, systems and tools with national institutions</p> <p>Total requirements (2011-2017): USD 170,783,830</p> <p>Total contributions received (2011-2017): USD 100,655,930</p> <p>Funding (2011-2017): 58.9%</p>						
	T-ICSP 2018				<p>Activity type: school meals, asset creation and livelihood support, emergency preparedness, institutional capacity strengthening, service provision and platform.</p> <p>Total requirements: USD 22,485,823</p> <p>Total contributions received: USD 17,379,851</p> <p>Funding: 77.3%</p>			
	Short-term T-ICSP 2019 (Jan-Mar 2019)					<p>Activity type: school meals, asset creation and livelihood support, emergency</p>		

						preparedness, institutional capacity strengthening, service provision and platform. Total requirements: USD 3,854,769 Total contributions received: n.d. Funding: n.d.		
	CSP 2019-2023					Activity type: School meal activities, food assistance to crisis affected people, climate adaptation and risk management, emergency preparedness, institutional capacity strengthening, service provision and platform activities. Total requirements: USD 80,347,950 Total contributions received: USD 67,700,090 Funding: 84.3 percent		
Outputs at country office level	Food distributed (MT) 	CP: 7,601 mt <i>33.5 percent actual v. planned.</i>	CP: 7,241 mt <i>39.8 percent actual v. planned.</i>	CP: 7,734 mt <i>80.8 percent actual v. planned.</i>	T-ICSP: 6,546 mt <i>57.3 percent actual v. planned.</i>	Short T-ICSP: n.d. CSP: 5,000 mt <i>86.6 percent actual v. planned.</i>	CSP: 4,419 mt <i>92.6 percent actual v. planned.</i>	CSP: no data yet.
	Cash distributed (USD) 	CP: USD 213,888 <i>25.1 percent actual v. planned.</i>	CP: USD 1,642,890 <i>178.4 percent actual v. planned.</i>	CP: USD 1,247,817 <i>85.5 percent actual v. planned.</i>	T-ICSP: USD 869,086 <i>54.6 percent actual v. planned.</i>	Short T-ICSP: n.d. CSP: USD 774,075 <i>68 percent actual v. planned.</i>	CSP: USD 263,168 <i>45.1 percent actual v. planned.</i>	CSP: no data yet.
	Actual beneficiaries (number)	CP: actual: 466,100 (235,268 men and 230,832 women). <i>36.6% actual v. planned (male);</i>	CP: actual: 610,150 (307,740 men and 302,740 women). <i>57.7% actual v. planned (male);</i>	CP: actual: 543,941 (274,941 men and 269,000 women). <i>102% actual v. planned (male);</i>	T-ICSP: actual: 491,184 (246,413 men and 244,771 women). <i>90.4% actual v. planned (male);</i>	Short T-ICSP: n.d. CSP: actual: 314,333 (159,128 men and 155,205 women).	CSP: actual: 248,148 (125,360 men and 122,788 women). <i>74% actual v. planned (male);</i>	CSP: no data yet.

		<p>35.9% actual v. planned (female); 36.2% actual v. planned (total).</p>	<p>57.5 % actual v. planned (female); 57.6% actual v. planned (total).</p>	<p>97.2 % actual v. planned (female); 99.6% actual v. planned (total).</p>	<p>89.8% actual v. planned (female); 90.1% actual v. planned (total).</p>	<p>109% actual v. planned (male); 104% actual v. planned (female); 107% (actual v. planned (total).</p>	<p>74% actual v. planned (female); 74% actual v. planned (total).</p>	
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Source: DEV200202: 2015 Standard Project Report, 2016 Standard Project Report, 2017 Standard Project Report, T-ICSP (2018) project document, T-ICSP 2019 (Jan-Mar) project document, CSP (2019-2023) project document, ACR 2018-2020.

Annex 8: Line of sight and overview of strategic outcomes and activities across T-ICSP and CSP

Cambodia T-ICSP (2018) – Line of Sight (LoS)

Cambodia Transitional Interim Country Strategic Plan Line of sight			
SR 1. Access to food (SDG 2.1)	SR 4. Sustainable food systems (SDG 2.4)	SR 5. Capacity Strengthening (SDG 17.9)	
SO 1. Children in poor and least resilient areas have reliable access to adequate, appropriate and nutritious food throughout the year	SO 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.	SO 3. National institutions strengthened for effective, coordinated and harmonised action towards ending all forms of malnutrition by 2030	SO 4. National and local governance institutions and social protection systems are better informed and strengthened towards improved services delivery by 2030.
1. Provide 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. CS/E/CBT	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. CS/E	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. CS	5. Strengthen integrated knowledge and information management systems, to facilitate evidence based, responsive and shock resistant social safety nets and emergency response mechanisms. CS
	3. Provide technical assistance to national stakeholders to enhance national capacity, systems and coordination mechanisms to prepare for and efficiently respond to natural disasters. CS/S		
ROOT CAUSES	RESILIENCE	ROOT CAUSES	RESILIENCE

● Corporate activity number

Source: SPA Archive.

Cambodia CSP (2019-2023) – Line of Sight (LoS)

CAMBODIA CSP 2019-2023					
SR 1 – Access to food (SDG 2.1)	SR 4 - Sustainable Food Systems (SDG 2.4)	SR 5 - Capacity Strengthening (SDG 17.9)	SR 5 - Capacity Strengthening (SDG 17.9)	SR 8 - Enhance Global Partnership (SDG 17.18)	SR 1 – Access to food (SDG 2.1)
ROOT CAUSES	RESILIENCE	RESILIENCE	ROOT CAUSES	RESILIENCE	CRISIS RESPONSE
STRATEGIC OUTCOME 1: Vulnerable communities in Cambodia have access to nutritious, safe, diverse, convenient, affordable and preferred foods by 2025	STRATEGIC OUTCOME 2: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023	STRATEGIC OUTCOME 3: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025	STRATEGIC OUTCOME 4: National and subnational institutions in Cambodia have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and nutrition targets by 2030	STRATEGIC OUTCOME 5: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year	STRATEGIC OUTCOME 6: Vulnerable people affected by crises in Cambodia have access to nutrition sensitive food assistance during and after the crisis
BUDGET SO 1: \$55,798,433	BUDGET SO 2: \$9,057,177	BUDGET SO 3: \$4,180,335	BUDGET SO 4: \$4,587,119	BUDGET SO 5: \$193,166	BUDGET SO 6: \$6,531,721
DIRECT BENEF. SO 1: 483,422	DIRECT BENEF. SO 2: 0	DIRECT BENEF. SO 3: 0	DIRECT BENEF. SO 4: 0	DIRECT BENEF. SO 5: 0	DIRECT BENEF. SO 6: 188,025
OUTPUT 1: 1.1 Primary and pre-primary schoolchildren (Tier 1) receive nutritious meals through a nationally owned school meals programme (output category A2) that supports their basic food and nutrition needs and contributes to improved educational outcomes (SDG4). 1.2 Primary and pre-primary schoolchildren (Tier 1) receive nutritious meals (output category A2) sourced from local producers to improve their dietary intake and promote healthy eating habits. 1.3 Local food producers and suppliers, particularly women (Tier 1), benefit from reliable, predictable food sales to home-grown school-feeding initiatives (output category F), which provide improved income-earning opportunities and contribute to increased affordability of diverse diets. 1.4 The households of children (Tier 3) in primary and pre-primary schools benefit from their children receiving daily school meals (output category A2), which reduces the economic burden on the households and improves the overall affordability of a nutritious diet. 1.5 Primary and pre-primary schoolchildren (Tier 2) benefit from improved capacities of the private sector, the Government and micro- and small-scale entrepreneurs, particularly women, to provide alternative options for safe, nutritious and convenient foods (output category C), thus improving diets. 1.6 School-aged children (Tier 2) benefit from improved capacities of government counterparts at the national and subnational levels to adopt national home-grown school feeding programmes (output category C) that improve access to affordable, nutritious diets all year round.	OUTPUT 2: 2.1 Smallholder farming communities (Tier 2) benefit from small-scale infrastructure and facilities (output category L) that enhance resilience and facilitate climate-adapted, nutrition-sensitive food production (SDG13). 2.2 Smallholder farming communities (Tier 2) benefit from better access to information and skills (output category C) that foster the production of a climate-adapted, nutritious and diverse food supply for local markets (SDG13). 2.3 People in Cambodia (Tier 3) benefit from the strengthened capacity of the private sector, the Government and small- and medium-scale entrepreneurs, particularly women, (output category C) to replicate promising practices in food transformation that make affordable, safe, nutritious foods available. 2.4 Vulnerable communities (Tier 3) in Cambodia benefit from the enhanced integration of strategies for equitably improving food security and nutrition, climate change adaptation and disaster risk reduction into commune development plans that support climate-resilient food systems at the local level (SDG13).	OUTPUT 3: 3.1 Vulnerable communities (Tier 2) benefit from enhancement of the instruments, systems and skill sets of national and subnational institutions for effectively safeguarding food systems through existing disaster management mechanisms (output category C). 3.2 Vulnerable communities (Tier 2) benefit from greater integration of systems for increasing the shock responsiveness of social protection mechanisms, including food reserves, reserves, (output category C) at the national and subnational levels, leading to timely disaster response and access to adequate food in times of crisis (SDG13). 3.3 Vulnerable communities (Tier 2) benefit from the use of enhanced analysis of climate impact trends and adaptation/mitigation models by national and subnational institutions, (output category C) leading to more climate-smart food systems (SDG13).	OUTPUT 4: 4.1 Vulnerable communities (Tier 2) benefit from effective monitoring of risks and shocks, food security and nutrition dynamics and progress on the SDGs, which is carried out by national and subnational institutions using tailored digital platforms and used to inform effective actions for improving access to food and fostering robust food systems (output category C). ACTIVITY 4: Develop and integrate digital information systems and provide technical assistance in their use to government officials and their counterparts. (modality: CS) OUTPUT 4 (Cont.): 4.2 Vulnerable communities (Tier 2) benefit from harmonized action planning, resourcing and monitoring of food security, nutrition and social protection interventions, which are implemented through strengthened multisectoral national and subnational coordination platforms and aim to improve food security and nutrition (output category M). 4.3 Cambodians (Tier 2) benefit from food security, nutrition and social protection strategies and action plans that are well informed by the latest knowledge and that improve food security and nutrition (output category C).	OUTPUT 5: 5.1 Crisis-affected and other vulnerable people benefit from the provision of operational readiness and supply chain services to development and humanitarian partners to facilitate programme implementation (output category H). ACTIVITY 6: Provide on-demand supply chain services to other UN agencies and humanitarian actors. (modality: SD)	OUTPUT 6: 6.1. People affected by arising crises receive assistance to meet their food needs during and after the crises. (Tier 1) (output category A: Resources transferred) 6.2 People affected by crises are supported to rebuild sustainable livelihoods (Tier 1) (output category A: Resources transferred) ACTIVITY 7: Provide nutrition-sensitive food/CBT assistance to crisis-affected populations to save lives and recover livelihoods. (modality: food, CBT)
ACTIVITY 1: Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding. (modality: food, CBT, CS)			ACTIVITY 2: Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation. (modality: CS)		
ACTIVITY 3: Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination. (modality: CS)			ACTIVITY 5: Provide technical, coordination and organizational assistance to the Government and other food security, nutrition and social protection actors at the national and subnational levels. (modality: CS)		
				TOTAL BUDGET: \$80,347,950	
				TOTAL UNIQUE DIRECT BENEFICIARIES: 671,447	

Source: CSP Budget Revision 04.

Table 1: Cambodia T-ICSP (2018) and) and CSP (2019-2023): overview of Strategic Outcomes (SO) and Activities

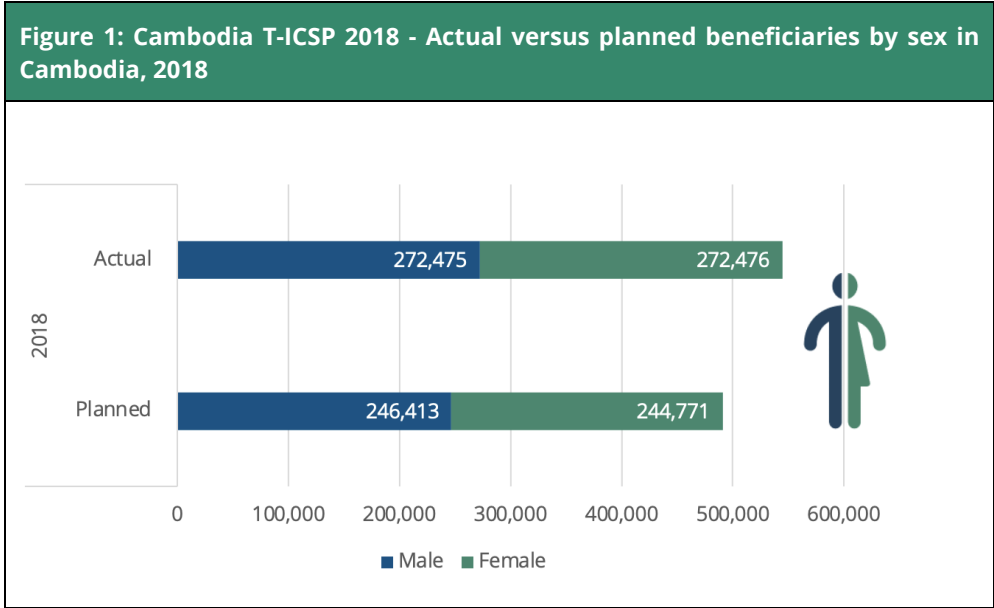
SDG	WFP SR	Focus Area	SOs T-ICSP (2018)	Activity and Modality T-ICSP (2018)	SOs CSP (2019-2022)	Activity and Modality CSP (2019-2022)
SDG 2.1	SR 1	Root causes	SO 1: Children in poor and least resilient areas have reliable access to adequate and appropriate nutritious food throughout the year.	Activity 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. Beneficiary group(s): pre-primary and primary school-aged children (Tier 1). Modality: CS, food, CBT	SO 1: Vulnerable communities in Cambodia have access to nutritious, safe, diverse, convenient, affordable and preferred foods by 2025.	Activity 1: Provide implementation support and technical assistance, including support for evidence-based policy and programme development, to national and subnational public and private sector actors engaged in social safety nets, particularly home-grown school feeding Beneficiary group(s): primary and pre-primary schoolchildren, households of children in primary and pre-primary schools, local producers and suppliers (Tier 1). Modality: Food, CBT, CS
SDG 2.1	SR 1	Crisis response			SO 6: Vulnerable people affected by crises in Cambodia have access to nutrition sensitive food assistance during and after the crisis.	Activity 7: Provide nutrition-sensitive food/CBT assistance to crisis-affected populations to save lives and recover livelihoods. Beneficiary group(s): people affected by crises (Tier 1). Modality: Food, CBT
SDG 2.4	SR 4	Resilience	SO 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.	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. Beneficiary group(s): Food insecure people across Cambodia and in targeted areas (Tier 1). Modality: CS, food 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. Beneficiary group(s): vulnerable people in disaster prone areas (Tier 3). Modality: CS, technical support	SO 2: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023.	Activity 2: Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation. Beneficiary group(s): smallholder farming communities, people in Cambodia, vulnerable communities in Cambodia (Tier 3). Modality: CS

SDG 17.9	SR 5	Root causes	<p>SO 3: National institutions strengthened for effective, coordinated and harmonised action towards ending all forms of malnutrition by 2030.</p>	<p>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.</p> <p>Beneficiary group(s): nutritionally vulnerable people (Tier 3).</p> <p>Modality: CS</p>	<p>SO 4: National and subnational institutions in Cambodia have strengthened capacities to develop, coordinate and implement well-informed, effective and equitable actions for achieving food security and nutrition targets by 2030.</p>	<p>Activity 4: Develop and integrate digital information systems and provide technical assistance in their use to government officials and their counterparts.</p> <p>Beneficiary group(s): vulnerable communities (Tier 3).</p> <p>Modality: CS</p>
						<p>Activity 5: Provide technical, coordination and organizational assistance to the Government and other food security, nutrition and social protection actors at the national and subnational levels.</p> <p>Beneficiary group(s): people in Cambodia, vulnerable communities (Tier 3).</p> <p>Modality: CS</p>
SDG 17.9	SR 5	Resilience	<p>SO 4: National and local governance institutions and social protection systems are better informed and strengthened towards improved services delivery by 2030.</p>	<p>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.</p> <p>Beneficiary group(s): poor and vulnerable people across Cambodia (Tier 3).</p> <p>Modality: CS</p>	<p>SO 3: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025.</p>	<p>Activity 3: Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination.</p> <p>Beneficiary group(s): vulnerable communities (Tier 3).</p> <p>Modality: CS</p>

17.16	SR 8	Resilience			<p>SO 5: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year.</p>	<p>Activity 6: Provide on-demand supply chain services to other UN agencies and humanitarian actors.</p> <p>Beneficiary group(s): crisis-affected and other vulnerable people (Tier 3).</p> <p>Modality: Service provision and platform activities</p>
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Source: Cambodia T-ICSP (2018) and short-term ICSP (Jan-March 2019) and CSP (2019-2023); T-ICSP line of sight and logframe 1.0, short term ICSP project document, CSP logframe 5.0 as of Dec 2020 and BR 4

Annex 9: Key information on beneficiaries and transfers



Source: ACR 2018.

Table 1: Cambodia T-ICSP 2018 - Actual beneficiaries versus planned in 2018, by activity tag and sex											
Strategic Objective (SO)	Activity	Activity tag	2018 Planned beneficiaries			2018 Actual beneficiaries			2018 Actuals as a % of planned beneficiaries		
			M	F	Total	M	F	Total	M	F	Total
SO 1	Activity 1	SMP SF ONS - School feeding (on site)	193,340	185,758	379,098	190,355	181,522	371,877	98%	98%	98%
		SMP SF THR - School feeding (take-home rations)	68,996	69,005	138,001	30,934	30,937	61,871	45%	45%	45%
	Activity 2	ACL CSB - Individual capacity strengthening activities	10,000	10,000	20,000	-	-	-	-	-	0%
		ACL FFA - Food assistance for asset	21,248	21,251	42,499	28,716	28,719	57,435	135%	135%	135%
Total without overlaps			272,475	272,476	544,951	246,413	244,771	491,184	90.4%	89.8%	90.1%

Source: ACR 2020 for totals without overlaps and COMET CM-R020 for disaggregated data. Data as of 18/11/2021.

Table 2 Cambodia T-ICSP 2018 - Actual and planned beneficiaries by year, residence status and activity tag						
Strategic objective (SO)	Activity	Activity tag	Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT in 2018	Actual versus planned beneficiaries receiving CBT (in %)
SO 1	Activity 1	SMP SF ONS - School feeding (on site)	324,790	101%	47,087	80%
		SMP SF THR - School feeding (take-home rations)	34,908	46%	26,962	4%
SO 2	Activity 2	ACL CSB - Individual capacity strengthening activities	-	0%	n.a	n.a
		ACL FFA - Food assistance for asset	57,435	135%	n.a	n.a

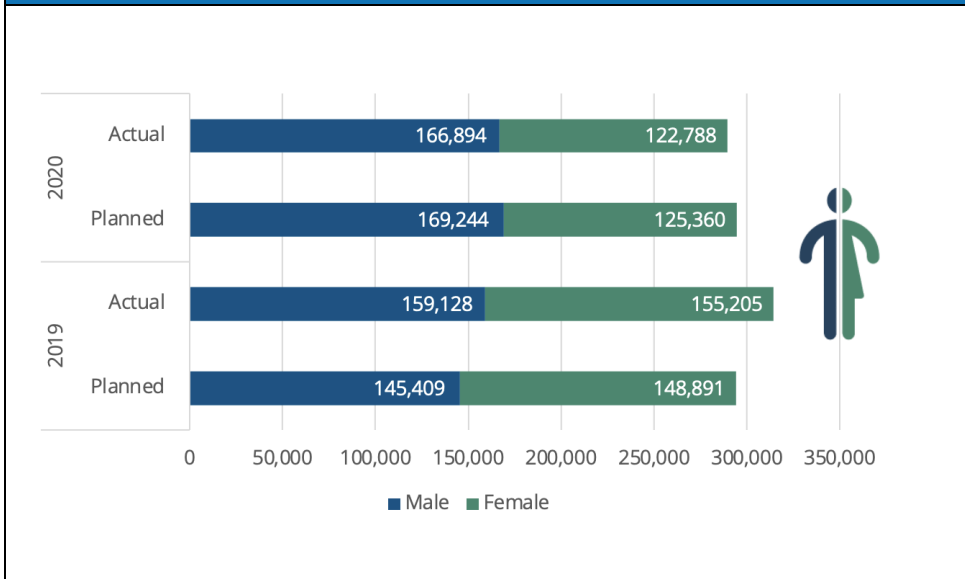
Source: COMET CM-R020. Data as of 18/11/2021.

Table 3: Cambodia T-ICSP 2018 - Actual and planned beneficiaries by year, residence status and activity tag

Residence status	Number of planned beneficiaries 2018	Number of actual beneficiaries 2018	% 2018
Resident	544,950	491,183	90.1%
IDPs	-	-	-
Refugees	-	-	-
Returnees	-	-	-

Source: ACR 2018.

Figure 2: Cambodia CSP 2019-2023 - Actual versus planned beneficiaries by sex in Cambodia, 2019-2020



Source: ACR 2019-2020.

Table 4: Cambodia CSP 2019-2023 - Actual beneficiaries versus planned in 2019-2020, by year, activity tag and sex

SO	Act.	Activity tag	2019 Planned beneficiaries			2019 Actual beneficiaries			2019 Actuals as a % of planned beneficiaries			2020 Planned beneficiaries			2020 Actual beneficiaries			2020 Actuals as a % of planned beneficiaries		
			M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total
SO 1	Act. 1	SMP SF ONS – School feeding (on-site)	131,591	127,409	259,000	142,329	137,758	280,087	108%	108%	108%	137,560	134,179	271,739	118,749	114,963	233,712	86%	86%	86%
		SMP SF THR – School feeding (take-home rations)	20,680	21,322	42,002	20,276	20,907	41,183	98%	98%	98%	0	0	0	-	-	-	-	-	-
		SMP SF ATHR – School feeding (alternative take-home rations)	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	-	-	-	41,821	41,523	83,344	-	-
SO 6	Act. 7	URT GD – General Distribution	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	31,686	32,714	64,400	6,273	6,478	12,751	20%	20%	20%
Totals without overlaps			145,409	148,891	294,300	159,128	155,205	314,333	109%	104%	107%	169,244	166,894	336,138	125,360	122,788	248,148	74%	74%	74%

Source: ACR 2020 for totals without overlaps and COMET CM-R020 for disaggregated data. Data as of 18/11/2021.

Table 5: Cambodia CSP 2019-2023 - Actual and planned beneficiaries by year, residence status and activity tag										
			2019				2020			
Strategic objective (SO)	Activity	Activity tag	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
SO 1	Activity 1	SMP SF ONS – School feeding (on-site)	255,287	110%	55,439	97 percent	219,951	99%	41,513	82%
		SMP SF THR – School feeding (take-home rations)	41,183	98%	n.a	n.a	n.a	n.a	n.a	n.a
		SMP SF ATHR – School feeding (alternative take-home rations)	n.a	n.a	n.a	n.a	83,344	No planned data	n.a	n.a
SO 6	Activity 7	URT GD – General Distribution	n.a	n.a	n.a	n.a	12,751	99.6%	0	0%

Source: COMET CM-R020. Data as of 18/11/2021.

Table 6: Cambodia CSP 2019-2023 - Actual and planned beneficiaries by residence status and year						
Residence status	Number of planned beneficiaries	Number of actual beneficiaries	%	Number of planned beneficiaries	Number of actual beneficiaries	%
	2019	2019	2019	2020	2020	2020
Resident	294,300	314,333	107%	336,138	248,148	74%
IDPs	-	-	-	-	-	-
Refugees	-	-	-	-	-	-
Returnees	-	-	-	-	-	-

Source: ACR 2019-2020.

Annex 10: Communication and Knowledge Management plan

Phase	What	Which	How & where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM		December 2021	January 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		January 2022	January 2022
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		May 2022	June 2022
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		August 2022	August 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	November 2022	November 2022

Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	February 2023	November 2023
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	February 2023	October 2023
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	February 2023	November 2023
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	October 2023	November 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	October 2023	November 2023

Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	October 2023	November 2023
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	October 2023	November 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM	October 2023	November 2023
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM		October 2023	November 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	October 2023	November 2023
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • WFP evaluation 	<ul style="list-style-type: none"> • Presentation 	EM		October 2023	November 2023
Dissemination	Video presentation	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) 	EM/CM		February 2023	April 2023

		<ul style="list-style-type: none">• Partners/civil society /peers/networks• CAM/media• General public	<ul style="list-style-type: none">• Evaluation Networks (UNEG, ALNAP, EvalForward)• Newsletter• Presentation				
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Annex 11: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent was the T-ICSP and is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1. To what extent was the T-ICSP and is the current CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2. To what extent was the T-ICSP and is the current CSP aligned to national policies and plans and to the SDGs?					
1.3. To what extent was the T-ICSP and is current CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in Cambodia?					
1.4. To what extent has WFP's strategic positioning remained relevant throughout the implementation of the T-ICSP and is current CSP considering changing context, national capacities and needs? - in particular in response to the COVID-19 pandemic?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to the T-ICSP and current CSP strategic outcomes in Cambodia??					
2.1. To what extent did WFP activities and outputs contribute to the expected outcomes of the T-ICSP and current CSP strategic and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2. To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3. To what extent are the achievements of the T-ICSP and current CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4. To what extent did the T-ICSP and current CSP facilitate more strategic linkages between humanitarian, development cooperation and, where appropriate, contributions to peace?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to T-ICSP and current CSP outputs and strategic outcomes					
3.1. To what extent were outputs delivered within the intended timeframe?					
3.2. To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?					
3.3. To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4. To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected in the T-ICSP and current CSP?					
4.1. To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the T-ICSP and the current CSP?					
4.2. To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3. To what extent did the T-ICSP and current CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4. To what extent did the CO have appropriate human resources capacity to deliver on the T-ICSP and current CSP?					
4.5. What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected T-ICSP and current CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis

Annex 12: Key evaluations and other performance accountability and learning studies covering WFP Cambodia CO

Category	Title
WFP Centralized evaluations	<ul style="list-style-type: none"> 2014 Cambodia CP 200202 (2011-2016) – A Mid-Term Evaluation of WFP’s Country Programme WFP Office of Evaluation 2017 Cambodia: An evaluation of WFP’s portfolio WFP Office of Evaluation 2017 Regional Synthesis 2013-2017: Asia and the Pacific Region WFP Office of Evaluation 2019 Policy Evaluation of WFP’s Safety Nets Policy, WFP Office of Evaluation 2021 strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the SDGs, WFP Office of Evaluation
WFP Decentralized evaluations	<ul style="list-style-type: none"> 2020 Endline Evaluation of USDA McGovern-Dole Grant Food for Education Programme for Cambodia (2017-2019), WFP Cambodia 2021 Baseline Evaluation of USDA McGovern-Dole Grants (FFE-442-2019-013-00) for WFP School Feeding in Cambodia, WFP Cambodia 2021 Baseline Evaluation of USDA Local and Regional Food Aid Procurement Grants (LRP-442-2019/011-00) for WFP School Feeding in Cambodia, WFP Cambodia Ongoing mid-term review of the of USDA McGovern-Dole Grants (FFE-442-2019-013-00) for WFP School Feeding in Cambodia, WFP Cambodia* Ongoing mid-term review of the USDA Local and Regional Food Aid Procurement Grants (LRP-442-2019/011-00) for WFP School Feeding in Cambodia, WFP Cambodia*
WFP Audits	<ul style="list-style-type: none"> 2021 Internal Audit of WFP Operations in Cambodia, WFP Office of the Inspector General
External evaluations	<ul style="list-style-type: none"> 2017 Evaluation of the UNDAF Cycles 2011-2015 and 2016-2018 in Cambodia, UNDAF 2018 Evaluation of FAO Contribution to The Kingdom of Cambodia, FAO 2018 Kingdom of Cambodia Country strategy and programme evaluation, IFAD 2019 Evaluation of the CARD and UNICEF Cash Transfer Pilot Project for Pregnant Women and Children in Cambodia, UNICEF 2020 Evaluation of the Cambodia Country Programme 2017-2020, OHCHR
Other studies (WFP and external)	<ul style="list-style-type: none"> 2017 Fill the Nutrient Gap Cambodia - Double Burden of Malnutrition Thematic Paper, WFP Cambodia 2018 Formative research to inform adolescent programming in Cambodia, WFP Cambodia 2018 Bridging the Gap: Engaging Adolescents for Nutrition, Health and Sustainable Development, WFP Cambodia and Anthrologica 2018 Summary Report of Fill the Nutrient Gap in Cambodia: Nutrition Situation Analysis Framework and Decision Tool, WFP Cambodia and Government of Cambodia 2019 Household Recovery and Resilience in Cambodia: After the 2015-2016 El Niño Drought, across three survey round, WFP Cambodia 2019 Urban Vulnerability in Phnom Penh, WFP Cambodia 2019 Vulnerability and Migration in Cambodia, WFP Cambodia 2019 Home-Grown School Feeding in Cambodia, WFP Cambodia 2019 Review of the successes and Challenges of Implementing USDA McGovern-Dole Funded Food for Education Programmes in the Asia/Pacific Region UNDP country programme evaluation (planned for 2022) UNICEF country programme evaluation (planned for 2022) UNFPA country programme evaluation (planned for 2022) Evaluation of UNDAF 2019-2023 (planned for 2022)

* The end-line evaluation is planned to start in March 2023

Annex 13: Approved Country Strategic Plan documents

Cambodia Transitional ICSP (January - December 2018)

<https://www.wfp.org/operations/kh01-cambodia-transitional-icsp-january-december-2018>

Cambodia Country Strategic Plan (2019-2023)

<https://www.wfp.org/operations/kh02-cambodia-country-strategic-plan-2019-2023>

Annex 14: Proposed members of the Internal Reference Group and Terms of Reference

a) Proposed membership

	Cambodia Country Office	
1.	Country Director	Claire Conan
2.	Outcome Manager (SO1, SO5 and SO6)	Emma Conlan
3.	Outcome Manager (SO2, SO3 and SO4)	Kurt Burja
4.	Evaluation focal point/ Head of VAM/M&E Unit	Benjamin Scholtz
	Bangkok Regional Bureau	
5.	Senior VAM Officer	Nicolas Bidault
6.	Programme Policy Officer (School Feeding)	Nadya Frank
	HQ	
7.	Social Protection Officer (PROS Social Protection Unit)	Ana Solorzano
8.	Programme Policy Officer (PROT Technical Assistance and Country Capacity Strengthening Service)	Daniel Dyszel
9.	Programme Policy Consultant (PROT Technical Assistance and Country Capacity Strengthening Service)	Felicity Chard

Keep in copy

- Anthea Webb: Deputy Regional
- Yumiko Kanemitsu: Regional Evaluation Officer

b) Terms of Reference for the Internal Reference Group

1. **Background:** the internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPes.
2. **Purpose and guiding principles of the IRG:** the overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process;
 - **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use;
 - **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.
3. **Roles:** members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process. The IRG's main role is as follows:
 - Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase;
 - Suggest key references and data sources in their area of expertise;
 - Participate in field debriefings (optional);
 - Review and comment on the draft evaluation report and related annexes, with a particular focus on a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations;
 - Participate in national stakeholder workshops to validate findings and discuss recommendations;
 - Provide guidance on suggested communications products to disseminate learning from the evaluation.
 4. IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.
 5. **Membership:** the IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux as well as one headquarter divisions. IRG members were selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level.
 6. The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters
<ul style="list-style-type: none"> • Evaluation Focal Point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and DRD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-Based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

7. **Approach for engaging the IRG:** The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.
8. While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.
9. Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.
10. The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned above, IRG members will also be invited to comment on the draft evaluation report and to participate in the country stakeholder workshop to validate findings and discuss recommendations.

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Annex 16: Acronyms

AAP	Accountability to Affected Population
ACR	Annual Country Reports
ASEAN	Association of Southeast Asian Nations
BR	Budget Review
CBT	Cash-Based Transfers
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CNCW	Cambodia National Council for Women
CO	Country Office
CP	Country Programme
CPE	Country Portfolio Evaluation
CSDG	Cambodian Sustainable Development Goal
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
EB	Executive Board
EM	Evaluation Manager
ET	Evaluation Team
EU	European Union
ECHO	European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agricultural Organisation of the United Nations
GDP	Gross Domestic Product
GHI	Global Hunger Index
GNI	Gross National Income
HDI	Human Development Index
ICSP	Interim Country Strategic Plan
IRG	Internal Reference Group
MoP	Ministry of Planning
MoWA	Ministry of Women's Affairs

MTR	Mid-Term Review
NIS	National Institute of Statistics
NSDP	The National Strategic Development Plan
NSFSN	National Strategy for Food Security and Nutrition
ODA	Official Development Assistance
OEV	Office of Evaluation
PHQA	Post Hoc Quality Assessment
SDG	Sustainable Development Goal
SERF	Socio-Economic Response Framework
SO	Strategic Outcomes
SUN	Scaling Up Nutrition
T-ICSP	Cambodia Transitional Interim Country Strategic Plan
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
UXO	Unexploded Ordinance
VNR	Voluntary National Review
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

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