

Evaluation of Cambodia WFP Country Strategic Plan 2019-2023

Summary Terms of Reference



SAVING
LIVES
CHANGING
LIVES

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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders

Subject and focus of the evaluation

The WFP Country Strategic Plan (CSP) for Cambodia (2019-2023) centres around five strategic outcomes, originally designed to focus on resilience building and root causes, implemented primarily through food transfer, cash-based transfers, capacity strengthening and service provision, and platform activities. Shifting from relief and recovery programming to development assistance, 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.

The overall budget for the Cambodia CSP, approved by the Executive Board in February 2019, was USD 50,2 million for a total of 424,640 direct beneficiaries (Tier 1). The CSP budget has been subsequently revised four times, reaching a total of USD 80,3 million.

The unit of analysis of the evaluation are the CSP approved in February 2019 and the preceding transitional interim CSP (T-ICSP, January-December 2018), as well as any subsequent approved budget revisions.

The evaluation will assess 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 changes observed at the outcome level, including any unintended consequences. It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new CSP. The evaluation report will be presented at the Executive Board session in November 2023.

Key evaluation questions

The evaluation will address the following four key questions:

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??

The evaluation will assess the extent to which the T-ICSP and the CSP were relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the T-ICSP and the CSP addressed the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the T-ICSP and the CSP in light of changing context, national capacities and needs, in particular in response to COVID-19 pandemic; and to what extent the T-ICSP and the CSP were coherent and aligned with the wider UN cooperation framework and included appropriate strategic partnerships based on the comparative advantage of WFP in the country.

QUESTION 2: What is the extent and quality of WFP's specific contribution to the T-ICSP and current CSP strategic outcomes in Cambodia?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the T-ICSP and the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the T-ICSP and the CSP are likely to be sustainable; and whether they facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to T-ICSP and current CSP outputs and strategic outcomes?

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient

delivery of assistance; and whether alternative, more cost-effective measures were considered.

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?

The evaluation will assess the extent to which WFP analysed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the T-ICSP and the CSP. It will also assess the extent to which the CSP led to: the mobilisation of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges; and how these factors affected results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the T-ICSP and the CSP.

Scope, methodology and ethical considerations

The unit of analysis are the T-ICSP and the CSP, approved by the WFP Executive Director and Board respectively in July 2017 and in February 2019, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results), from the start of the T-ICSP (January 2018) until the end of the CSPE data collection mission (August 2022). 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.

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of recent developments related to the COVID-19 pandemic, the inception phase will be conducted remotely. Depending on how the country and global contexts evolve, the data collection phase will be conducted through hybrid in-country fieldwork. A final learning workshop will be held in Cambodia.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Cambodia CSPE (*i.e.* nutrition and health, food security, resilience and social protection, disaster risk management and emergency response).

OEV EVALUATION MANAGER: The evaluation will be managed by Dawit Habtemariam, Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Aurelie Larmoyer, Senior Evaluation Officer. 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.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in September 2022 to inform the new CSP design process. A country stakeholder workshop will be held in December 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: May - July 2022

Data collection: August 2022

Debriefing: September 2022

Reports: October 2022 – March 2023

Stakeholder Workshop: December 2022

Executive Board: November 2023