



## **Management Response from WFP Cambodia Office to the recommendations of the decentralized evaluation of midline evaluation report of the USDA Local and Regional Food Aid Procurement Grant (LRP-442-2019-011-00) for WFP School Feeding in Cambodia [DE/KHCO/2019/061] from September/2019 to August/2023**

1. This document, finalized in November 2022, presents the management response to the recommendations of the midline evaluation report of the FY2019 Local and Regional Food Aid Procurement Project in Cambodia.
2. The evaluation, which was commissioned by WFP Cambodia Country Office covers the period from September 2019 to August 2023. The evaluation serves the dual purpose of accountability and learning and informed establishing the current situation against which the next rounds of the evaluation (endline) will measure progress towards the targets.
3. The evaluation made 7 key recommendations with 7 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p><b>Recommendation 1:</b> [page 47]—A no-cost extension (for the existing LRP project) plus renewal of McGovern-Dole programme. <b>WFP should continue to be engaged in supporting the Government in the implementation and transition of the HGSF beyond the current programme cycle timeline.</b> More time is needed for transition and sustainability. Given the delays caused by the pandemic, in addition to the recently approved USDA support for the next cycle, if there are unspent funds from the current LRP, there should be a request for a no-cost extension to utilize these funds, combined with a new activity including cash transfer components from other donors, that would help strengthen the linkages of the SMP with smallholder procurement, and strengthen local government cash transfer processes for local procurement.</p>		Agreed	<p>WFP was awarded a new McGovern-Dole Grant (2022-2027). In addition, WFP will request a no-cost extension from USDA to continue the LRP activities.</p> <p>Under the new McGovern Dole regulations, WFP was not allowed to provide Cash to Schools, which supports the transition to the home-grown modality. WFP will seek to mobilize additional resources for cash transfer and strengthening linkages with local supply from other donors, including KOICA.</p> <p>Nevertheless, the new McGovern-Dole award will be pivotal in solidifying the institutionalization of the national HGSFP.</p> <p><b>The approval of the LRP no cost extension request is anticipated by June 2023.</b></p>	School Feeding Unit of country office (Partnership Unit, and Washington Office)	June 2023

**Recommendation 2:** [page 47] NHGSFP Review and Lessons Learned. In alignment with the baseline report recommendation, **WFP should support the MOEYS to undertake a systematic review of the national school meals system** in schools handed over since 2019. This review should draw on the five SABER-SF dimensions to identify the challenges that need to be addressed, key lessons learned, and an assessment of the systems (beyond school level stakeholders) that are necessary for NHGSFP implementation. An important component for consideration in the review should be to identify operational processes that inhibit smallholders' local participation and explore adjustments to increase local their participation.

Agreed

WFP will support the National Social Protection Council (NSPC) to **conduct a process evaluation of the National Home-Grown School Feeding Programme (NHGSFP)** that will systematically review how the planned activities have been implemented against provided standards and guidelines and draw out lessons learned by identifying factors that influenced the quality of the work carried out. The process evaluation will draw on the discussions and results of the SABER-SF exercise, where the Action Plan coming forth from the assessment will inform the **key areas in need of adjustment, including the NHGSFP supply chain system.**

School Feeding Unit of country office

M&E unit of the country office

September 2023

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<p><b>Recommendation 3:</b> [page 47]— Joint post-transition accompaniment. Based on the lessons learned from the midterm evaluation and an NHGSFP review, <b>WFP, in collaboration with the MOEYS and NSPC, should conduct a systematic adjustment to the LRP processes to identify what is feasible and possible within the existing Government systems, structures, policies, and resourcing to support local procurement.</b> This may include the adjustment of the NHGSFP processes and systems, including procurement, implementation, monitoring, and reporting processes to match the national context (i.e. available resources and capacities). However, this process should also identify the areas for ongoing WFP technical assistance to Government after handover and transition and should include a dedicated time period for WFP to continue to accompany Government in the Government’s implementation of its NHGSFP.</p>		Agreed	<p>The CO is undergoing numerous assessments and reviews to identify areas for further improvement / adjustment to the NHGSFP and to design a technical assistance package.</p> <p>For example, the <b>CO has also commissioned a review of the procurement process</b> for the NHGSFP, which will be particularly relevant for the LRP.</p> <p>Another key event that will inform WFP’s technical assistance package is the SABER-SF exercise, where the <b>Action Plan coming forth from the assessment will inform the key areas in need of adjustment, including the NHGSFP supply chain system.</b></p> <p>WFP’s technical assistance packages will be designed with a plan to phase down this support as national capacities increase.</p>	School Feeding Unit of country office (RBB)	September 2023
<p><b>Recommendation 4:</b> [page 48]— Joint MAFF/MOEYS coordination mechanism. <b>WFP, in collaboration with the MOEYS, MAFF, and NSPC, should determine whether the</b></p>		Agreed	To facilitate the MAFF and MoEYS to intersect more naturally, WFP will work with MoEYS, MAFF and NSPC <b>to develop a bilateral prakas between MoEYS and MAFF, formalizing the role of MAFF in</b>	School Feeding unit of country office (Food Systems units)	December 2023

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<p><b>formalization of the sub-decree for school feeding supports the development of a mechanism or framework to allow for MAFF and MoEYS to intersect more naturally,</b> and that would replace the current convening role played by WFP in supporting MAFF and MOEYS intersectionality. This may include assessing the Government’s food security mandates (under CARD) and the SFP social protection mandates, to identify if there are opportunities for an expanded definition of social protection that would allow for MAFF inclusion under the NSPC.</p>			<p><b>the school feeding programme.</b> The bilateral official proclamation (praka) will be the legal basis for the collaboration between MoEYS and MAFF on the home-grown school feeding programme and clarify the role of MAFF in the programme. WFP will support the operationalization of this sub-prakas at national and sub-national levels.</p>		
<p><b>Recommendation 5:</b> [page 48]— Gender sensitive procedures. <b>WFP, in consultation with MAFF, MOEYS and the Ministry of Women’s Affairs, should conduct a gender analysis to seek to integrate increased gender sensitivity into local and regional procurement processes for school meals in HGSF and NHGSFP schools</b> by concentrating training and capacity building efforts on suppliers and smallholder farmers on women and their organizations, improve access to credits if needed, and other potential organizational support. Procurement</p>		<p>Agreed</p>	<p>Building on the numerous gender assessments that were conducted in 2022, WFP, together with MoEYS, MAFF and MoWA, <b>will conduct a Gender and Inclusion Analysis</b> together with the Regional Bureau Bangkok gender specialists and gender consultant. The analysis will identify systematic genderbarriers to reaping the benefits of the programme. The recommendations from analysis will be used to form a road map that will enable a gender transformative HGSFP and NHGSFP.</p>	<p>School Feeding Unit of country office (RAM AAP, and RBB)</p>	<p>December 2023</p>

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<p>processes should be adjusted to better match smallholder women production cycles, and payment mechanisms should be adjusted to allow for the participation of smallholder women as suppliers</p>					
<p><b>Recommendation 6:</b> [page 48]— WFP staffing adjustments. For the remainder of the programme cycle, <b>WFP should seek to review and fill its current staffing gaps and consider the necessity of expanding its staffing profiles</b> in preparation for a focus on the country capacity strengthening elements in systems strengthening required post-transition. The SF Unit and AO should consider upgrading staff capacity to better understand the D&amp;D process, to contribute towards continuing engagement in the Government’s processes and provide a wider WFP ownership of a transition and technical assistance accompaniment role to Government and governance</p>		<p>Agreed</p>	<p>The country office has reviewed the staffing structure as part of the process of formulating its new CSP (2024 – 2028) as well as in its FY 2023 McGovern-Dole proposal/award and will continue to make adjustments as details around WFP’s technical assistance role post-handover are agreed upon between WFP and the Government of Cambodia. There may be a shift of current staff roles from managing WFP-supported programmes to supporting government capacity strengthening at national and sub-national levels. A technical assistance package is under development in consultation with the Government on their areas in need of support during and after the transition.</p>	<p>Management of country office</p>	<p>December 2023</p>
<p><b>Recommendation 7:</b> [page 48]— Visibilizing LRP gender contributions. In alignment with the baseline report recommendation, <b>WFP, together</b></p>			<p>WFP with MAFF, MOEYS Ministry of Women’s Affairs will improve gender visibility in the small-holder farmer engagement in the HGSFP by developing</p>	<p>Food Systems unit of country office (School Feeding Unit,</p>	<p>December 2023</p>

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<p><b>with USDA and in consultation with MAFF, MOEYS and the Ministry of Women’s Affairs, should seek to integrate and visibilize the LRP contributions to gender</b> by improving gender visibility in the results framework for the next programme cycle of school feeding (even if it does not include an LRP programme itself). This would include the identification of gender indicators that not only measure gender participation but also gender transformative change.</p>			<p>a <b>detailed activity-level theory of change (ToC) for the CO’s food systems strengthening activity</b>. The ToC will clearly demarcate the gender-sensitive and participatory results anticipated in the HGSFP value chain development activities, which will lead to a gender-transformative HGSFP. Overall, the ToC will map out the pathway of change to a gender transformative, sustainable HGSFP/NHGSFP.</p> <p>The ToC will be used to improve the logical framework with clear indicator of gender participation and transformation, including the new corporate indicator, which the CO is currently piloting.</p>	<p>M&amp;E, RAM AAP, and RBB)</p>	