



Evaluation Quality Assurance System (EQAS)

Management Response from WFP Cambodia Office to the recommendations of the decentralized evaluation of midline evaluation report of the FY2019 McGovern-Dole Project in Cambodia [DE/KHCO/2019/063] 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 McGovern-Dole 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.

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <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>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<p>Recommendation 1: [page 39]— 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.</p>	<p>WFP Cambodia</p>	<p>Agreed</p>	<p>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 the extent to which planned activities have been implemented and the 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.</p>	<p>School Feeding Unit of the country office</p> <p>M&E unit of the country office</p>	<p>December 2023</p>

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<p>Recommendation 2: [page 39]— Joint post-transition accompaniment. Based on the lessons learned from the midterm evaluation and an NHGSFP review, WFP, in collaboration with the MoEYS and NSPC, should conduct a systematic adjustment to the school meal programme processes to identify what is feasible and possible within the existing Government systems, structures, policies, and resourcing. 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>	<p>WFP Cambodia</p>	<p>Agreed</p>	<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. For example, the NHGSFP M&E capacity needs assessment will be conducted in Q2 to inform the technical assistance package for the NHGSFP M&E systems.</p> <p>The CO has also commissioned a review of the procurement process for the NHGSFP.</p> <p>Another key event that will inform WFP’s technical assistance package is the SABER-SF exercise, where the Action Plan coming forth from the assessment will inform the key areas in need of adjustment.</p> <p>WFP’s technical assistance packages will be designed with a plan to phase down this support as national capacities increase.</p> <p>The CO is also updating the NHGSFP operational manual, which will be updated based on the findings of the assessments and reviews.</p>	<p>School Feeding Unit of the country office</p> <p>M&E unit of the country office</p> <p>[RBB]</p>	<p>December 2023</p>

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<p>Recommendation 3: [page 39]— Focus on strengthening institutional capacity and policy. Building on the school level processes established, WFP, in collaboration with the MoEYS and NSPC, should develop a framework to strengthen the institutionalization of the NHGSFP prioritizing the next steps in policy development (sub-decrees and instructions), monitoring and reporting (institutionalization) and resourcing.</p>	WFP Cambodia	Agreed	<p>Building on the processes already established at school-level, WFP, in collaboration with the MoEYS and NSPC, will utilize the findings from the SABER-SF exercise to develop an action plan that lays out the next steps to strengthen the institutionalization of NHGSFP in the following five areas: policy framework, institutional capacity and coordination, design and implementation, financial capacity and community role. WFP, together with the stakeholders, will monitor the progress of the action plan in the subsequent SABER exercises.</p> <p>WFP will continue ongoing initiatives to strengthen the institutionalization of the NHGSFP, including policy development (the sub-decree has already been endorsed), monitoring (M&E framework), an Operational Manual, etc.</p>	School Feeding unit of country office	September 2023
<p>Recommendation 4: [page 40]— Preparatory assessment of handover readiness at school and district level. WFP, together with MoEYS and NSPC, should construct and use a structured and transparent tool to assess subnational system readiness for transition. This includes the capacity to implement the SFP at the school and district level, to ensure through tailored capacity building that all schools (and</p>	WFP Cambodia	Agreed	<p>WFP, together with the MoEYS and NSPC, has developed a minimum handover criteria for schools. In agreement with MoEYS, a transparent and structured assessment system on the minimum criteria has been developed, where all schools will be reporting their progress using the School Feeding Information System (SFIS).</p> <p>WFP will work with the MoEYS to develop a tool (e.g., checklist) that can</p>	School Feeding Unit of country office	December 2023

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districts) are fully ready for handover before this occurs			be used to score the self-reported progress prior to hand-over.		
Recommendation 5: [page 40]— WFP staffing adjustments. For the remainder of the programme cycle, WFP should seek to review and fill its current staffing gaps and consider the necessity of expanding its staffing profiles 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&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	WFP Cambodia	Agreed	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.	CO Senior Management	December 2023
Recommendation 6: [page 40]— Gender sensitive procedures. WFP, in consultation with MoEYS and the Ministry of Women’s Affairs, should conduct a gender analysis to seek to integrate increased	WFP Cambodia	Agreed	Building on the numerous gender assessments that were conducted in 2022, WFP, together with MoEYS, MAFF and MoWA, will conduct a Gender and Inclusion Analysis together with the Regional Bureau Bangkok gender specialists and gender consultant.	School Feeding Unit of country office (VAM AAP and RBB)	June 2023

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gender sensitivity into school meals processes.			The analysis will Identify systematic gender barriers 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.		
Recommendation 7: [page 40]— Making more visible gender contributions. In alignment with the baseline report recommendation, WFP, together with USDA and in consultation with MoEYS and the Ministry of Women’s Affairs, should seek to integrate and visibilize the McGovern-Dole SFP contributions to gender in the next programme cycle by improving gender visibility in the results framework. This would include the identification of gender indicators that not only measure gender participation but also gender transformative change.	WFP Cambodia	Agreed	WFP with MAFF, MOEYS Ministry of Women’s Affairs will improve gender visibility in the small-holder farmer engagement in the HGSFP by developing a detailed activity-level theory of change (ToC) for the CO’s food systems strengthening activity . 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. 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.	Food systems of country office (School Feeding Unit, M&E, RAM AAP, and RBB)	December 2023