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Evaluation of Cambodia WFP Country Strategic Plan 2019-2023

Centralized evaluation report – Volume II Annexes

OEV/2022/020
Office of Evaluation

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Annex 1: Summary terms of reference

Evaluation of Cambodia WFP Country Strategic Plan 2019-2023

Summary Terms of Reference



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

Annex 2. Evaluation timeline

Phase 2 - Inception		Who	Proposed Deadline
	Team preparation, literature review prior to headquarters (HQ) briefing	Evaluation team (ET)	25 April-3 May 2022
	HQ & regional bureau (RB) inception briefing (remote)	ET /evaluation manager (EM)	4 - 6 May 2022
	Remote inception mission (remote)	ET /EM	9-13 May 2022
D 0	Submit high quality draft 0 inception report (IR) (after the company's quality check) to Office of Evaluation (OEV)	Team leader (TL)	8 June 2022
	OEV quality assurance and feedback	EM	15 June 2022
D 1	Submit draft 1 IR	TL	22 June 2022
	Review draft 1 IR and submit it to the Director of Evaluation (DoE) for clearance	EM	29 June 2022
	Clear draft 1 IR	OEV/DoE	6 July 2022
	Share draft 1 inception report to country office (CO) for comment (2 weeks)	EM	11 July-22 July 2022
	Consolidate comments and send them the TL	EM	22 July 2022
Final	Submit final IR to OEV based on CO comments, with team responses in the matrix of comments	TL	29 July 2022
	Clear final IR	QA2	5 August 2022
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	8 August 2022
Phase 3 - Evaluation phase, including fieldwork			
	In country data collection	ET	22 August-9 Sep 2022
	Exit debrief with CO management (PPT)	TL	9 September 2022
	Preliminary findings debriefing with CO and other stakeholders (PPT)	ET	28 September 2022
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	25 October 2022
D 1	Submit draft 1 to OEV	TL	13 November 2022
	Review draft 1 ER and submit to DoE for clearance	EM	18 November 2022
	Clear draft 1 ER prior to circulating it to Internal Reference Group (IRG)	QA2	29 December 2022
	Share draft 1 ER with IRG for feedback	EM	29 December 2022
	Consolidate comments and send them the TL	EM	13 January 2023
D 2	Stakeholder workshop in Phnom Penh in country	TL/EM	24-26 January 2023
	Submit draft 2 ER to OEV based on WFP comments, with team responses in the	ET	31 January 2023

	matrix of comments		
	Review draft 2 ER and share any additional feedback/major revisions with ET	EM	7 February 2023
D 3	Submit draft 3 ER to OEV	TL	10 February 2023
	Review draft 3 ER and submit to DoE for approval	EM	18 February 2023
	Approve draft 3 ER	OEV/DoE	28 February 2023
(SER)	Prepare draft 0 summary evaluation report (SER)	EM	13 March 2023
	Seek SER validation by TL	EM	20 March 2023
	Approve final SER	OEV/DoE	27 March 2023
	Share final SER to WFP Oversight and Policy Committee for information	OEV/DoE	April 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to Corporate Planning and Performance (CPP) for management response + SER to EB Secretariat for editing and translation	EM	March-April 2023
	Tail end actions, OEV websites posting, EB Round Table. etc.	EM	March -April 2023
	Presentation and discussion of Summary Evaluation Report (SER) at EB round table	OEV/DoE	October / November 2023
	Presentation of SER to the EB	OEV/DoE	November 2023
	Presentation of management response to the EB	D/CPP	November 2023

Annex 3. Evaluation methodology

1. This annex provides a comprehensive overview of: the evaluation approach; evaluation criteria and questions; evaluation data collection methods, including sampling; ethical considerations; limitations; how data was analysed, and findings were validated, including through a gender-lens; ethical considerations; limitations; and the quality assurance process.

Evaluation approach

Evaluability assessment

2. The evaluation approach started with a comprehensive evaluability assessment, which highlighted the challenges identified within the inception phase for the Cambodia country strategic plan evaluation (CSPE) and described how the evaluation intended to mitigate these challenges.

3. There were four conceptualization and framing challenges presented within this CPSE.

4. The evaluation period covers both the transitional-interim country strategic plan (T-ICSP) (2018) and the current country strategic plan (CSP) (2019-2023), which framed the CSP around different strategic objectives (SOs). As a consequence, this evaluation has based the reconstructed theory of change (ToC) on the current CSP, aligning with both evaluating performance based on the strategic plan against which the CSP was developed (2017-2021) and maintaining relevance for the future direction of WFP Cambodia against the current plan, which is WFP Strategic Plan (2022-2026). The reconstructed theory of change in the inception report therefore highlighted which 2017-2021 strategic result (SR) each strategic outcome (SO) relates to and also links to the immediate and intermediate outcomes as highlighted in the 2022-2026 strategic plan's overarching theory of change.

5. Further, during the mid-term review of the current CSP, WFP Cambodia re-framed and re-conceptualized the CSP strategic objectives, organizing these objectives into three pillars. The reconstructed theory of change uses these three pillars as the conceptual foundation.

6. Neither the T-ICSP nor the CSP's re-framing of the strategic outcomes into the three pillars - provided an overarching country theory of change; rather there are different theories of change for different activities or bundles of activities within the original CSP, and then a theory of change for each of the three pillars developed during the mid-term review process. This evaluation has used the three pillars' theories of change to develop a reconstructed overarching theory of change.

7. Another set of challenges relate to the structure of the WFP Cambodia country office. Firstly, there is the recent change in structure of the WFP Cambodia country office, from a structure of two outcome managers and no overall Head of Programme or Deputy Country Director, moving towards the structure with these two key positions only recently filled. Further, the structure previously located the vulnerability analysis and mapping (VAM) function specifically under one activity (activity 5) with monitoring and evaluation (M&E) also being located under one activity (activity 1), rather than crossing across the whole CSP. This has now been changed and VAM and M&E sit under a research, assessment, and monitoring (RAM) unit reporting directly to the Country Director. This CSPE took place during this time of change and identified this change process as a particular line of inquiry to assess under EQ4.

8. A further challenge (which could also potentially be seen as an opportunity) was how much COVID-19 has changed the landscape of Cambodia. COVID-19 has rendered situational analysis conducted pre-pandemic for the current CSP less relevant than perhaps it might have remained without the pandemic. This, though, also presents an opportunity for programming, based on the very specific accelerated interest in social protection by the Government of Cambodia, and the potential of the WFP role within this focus.

9. An additional challenge identified was the imbalance across strategic outcomes with regard to data gaps and availability of evidence. For example, Activity 1 under SO1 (school feeding) has a substantial body of secondary evidence, whereas, for example, Activity 6 under SO5 (provision of on-demand warehousing services to other humanitarian actors) has much less data available.

10. The CSPE sought to maximize efficiency by utilizing all the secondary evidence where available and ensuring enough time and space allocated in primary data to ensure sufficient evidence for other activities. The evaluation, however, has had to recognize that there has been more of an evaluation focus, from both

key informants and available documentation, on larger and more visible activities, such as school feeding, than on smaller and less visible activities of the CSP such as Activity 6 under SO 5.

11. A final clear significant evaluability challenge identified within the inception phase is around data reliability and validity. Outcome and output indicators have not been systematically reported also in light of the pandemic, which necessarily imposed adjustments that were also reflected in indicators. A clear example is given by some output indicators concerning school feeding, which have not been reported in 2020 and 2021 due to adaptive needs of the home-grown school feeding (HGSF) programme. The T-ICSP had 65 indicators: 17 outcome indicators, 6 cross-cutting indicators, and 42 output indicators across 4 strategic objectives and 5 activities. The current CSP has 81 indicators: 16 outcome indicators, 8 cross-cutting indicators, and 57 output indicators across 6 strategic objectives and 7 activities.

12. Specific issues related to data availability under the current CSP (as reported by the mid-term review of the CSP, 2022)¹ include:

- a wide gap between measuring output results and outcome results for capacity strengthening which does not allow for measuring intermediate progress;
- cross-cutting indicators are only reported consistently under some Strategic Objectives rather than all of them; and
- specifically, gender cross-cutting issues are limited to Activities working directly with beneficiaries, which limits measurement of genuine gender mainstreaming across the programme.

13. Further, the evaluation team identified, mostly for 2018, a few discrepancies between COMET data and annual country report (ACR) data that will impact on the evaluability of the datasets at activity and, to a lesser degree, outcome level. These challenges in indicators have, to a certain extent, been mitigated against by ensuring broad qualitative data collection on the issues, to allow the evaluation both to credibly judge achievements and to provide recommendations for future programming. Indeed, the CSPE has focused on a higher-level strategic analysis of the relevance, coherence, effectiveness and efficiency of WFP work as a whole. In terms of effectiveness, output and activity level, data sets have been reviewed and have been presented, but analysis has been more orientated towards strategic outcomes.

14. With regard to gender, the evaluability assessment identified that achieving a gender balance in stakeholder engagement, particularly within national and subnational government stakeholders, will be a challenge as 78 percent of key informants for this evaluation are men.

15. Further below in this Annex, Table 5 highlights the issues / risks identified within the evaluability assessment and how they were then addressed and mitigated against within the data collection phase of the evaluation.

Approach

16. The evaluation design built on the methodological approach as outlined in the terms of reference and as refined in the proposal of Lattanzio KIBS. The terms of reference presented four key questions, as shown below, and covering the Organisation for Economic Co-operation and Development's Development

¹ Artival Research and Evaluation. 2022. Mid Term Review of WFP's Cambodia Country Strategic Plan 2019-2023. Final Report.

Assistance Committee (OECD/DAC) criteria of relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage:

- EQ1: To what extent was the T-ICSP and is the CSP evidence based and strategically focused on the national needs and priorities in Cambodia, as well as on the comparative advantage of WFP?
- EQ2: What is the extent and quality of WFP’s specific contribution to the CSP strategic outcomes and cross cutting aims in Cambodia?²
- EQ3: To what extent has WFP used its resources efficiently in contributing to the CSP outputs and strategic outcomes?
- 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?

17. The Cambodia CSPE has been designed to be utilization focused with a primary focus being to ensure the findings, conclusions and recommendations from this CSPE can contribute to the development of the next Cambodia CSP from 2024 onwards. The evaluation’s analytical framework was built around the CSP and its strategic outcomes, against which the lines of inquiry have been mapped. Initially, the evaluation team reconstructed a theory of change based on the new three pillars around which WFP Cambodia programmes are now being framed. This reconstructed theory of change (Annex 4) was used to develop the evaluation matrix (Annex 5) against which the evaluation was conducted. It is not re-presented here in the evaluation report as its purpose was served once the evaluation matrix was constructed and agreed.

18. The evaluation matrix provides the practical guiding analytical framework for this evaluation. The matrix is structured around the four key questions shown above, and which have been further broken down into 18 sub-questions provided within the terms of reference. The evaluation team have developed 25 specific and contextualized lines of inquiry organized under the 18 evaluation sub-questions. Data collection was framed around the evaluation sub-questions, taking into account the specific lines of inquiry, in order to produce evidence and provide answers to the evaluation sub-questions and the evaluation questions in the most contextualized and utility-focused manner.

Evaluation criteria and questions

19. The evaluation matrix provides a full overview of the four evaluation questions, the 17 evaluation sub-questions and the 25 lines of inquiry, together with indicators, data sources, data collection techniques, and data analysis methods. Table 1 highlights the evaluation questions and the evaluation sub-questions that the evaluation intends to answer.

Table 1. Evaluation questions and evaluation sub-questions

EQ	Sub-EQs
EQ1: To what extent was the T-ICSP and is the CSP evidence based and strategically focused on the national needs and priorities in Cambodia, as well as on the comparative advantage of WFP?	<p>1.1 To what extent was the T-ICSP and is the current CSP informed by existing evidence on the needs of Cambodia people, including the most vulnerable, with regard to hunger challenges, food security and nutrition to ensure its relevance at design stage?</p> <p>1.2 To what extent was the T-ICSP and is the current CSP aligned to national policies and plans and to the SDGs?</p> <p>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?</p> <p>1.4 To what extent has WFP 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?</p>

² Cross-cutting issues include capacity-strengthening, gender, protection, accountability to affected populations (AAP), social inclusion, humanitarian principles and access, and the triple nexus.

<p>EQ2 – What is the extent and quality of WFP’s specific contribution to the CSP strategic outcomes in Cambodia?</p>	<p>2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the T-ICSP and current CSP strategic plan and to the UNSDCF? Were there any unintended outcomes, positive or negative?</p> <p>2.2 To what extent did WFP contribute to achievement of cross-cutting aims (capacity strengthening, gender, protection, accountability to affected populations (AAP), social inclusion, and humanitarian principles and access?</p> <p>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?</p> <p>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?</p>
<p>EQ3: To what extent has WFP used its resources efficiently in contributing to the CSP outputs and strategic outcomes?</p>	<p>3.1 To what extent were outputs delivered within the intended timeframe of the CSP – 2019-2023?</p> <p>3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?</p> <p>3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?</p> <p>3.4 To what extent were alternative, more cost-effective measures considered?</p>
<p>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?</p>	<p>4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the current CSP?</p> <p>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?</p> <p>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?</p> <p>4.4 To what extent did the country office have appropriate human resources capacity to deliver on the T-ICSP and current CSP?</p> <p>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?</p>

Source: Elaboration of the evaluation team.

Evaluation data collection methods, including sampling

20. To ensure a contextualization of the Cambodia CSP and assess its relevance, quality, and effectiveness, the evaluation adopted a mixed methods approach based on both primary and secondary data sources and involving different methods of analysis: strategy and context analysis; portfolio analysis and review of WFP quantitative data sets; timeline analysis; contribution analysis; and protection, accountability to affected populations, gender and social inclusion analysis.

21. The evaluation team designed a mixed methods approach to data collection and analysis that incorporates collection and analysis of both quantitative and qualitative data, ensuring the appropriate sample size and with considerations of gender and types of respondents to ensure that a diversity of stakeholders is included.

22. Data collection took place in August and September 2022. The evaluation team was comprised three international team members - the team leader, a senior evaluator and a researcher; and two national evaluation team members. Data collection took place between Monday 22 August and Thursday 8 September with a mixture of in-country and remote methodologies.

23. The team leader was in Phnom Penh for one week for in-country key informant interviews and then worked remotely with further online meetings and document review data collection. The researcher was in Phnom Penh for one week and in provinces for field work for one week. The senior evaluator and the two

national consultants were in Phnom Penh for one week and then in provinces for a further 1.5 weeks, with a further three days back in Phnom Penh.

24. Analysis began during the second week of the data collection period. The team leader continued to conduct interviews remotely and conducted a full and comprehensive document review, while also receiving all interview notes from team members on a daily basis for review and insertion into the evidence database (see below). This allowed for an iterative approach to emerging data sets and themes, trends, and early findings and the full evaluation team had two analysis meetings during data collection, on Saturday 3 September, and again on Wednesday 7 September.

25. This approach had two benefits. It enabled early triangulation of data sources, which in turn then allowed the evaluation team to test the validity and strength of evidence and assessing where there were gaps. The evaluation used an evidence database (described and presented in concept below) as the foundational tool to collate all information collected (key informant interviews, focus group discussions, and document review), and analyzed this data through triangulation of all data gathered throughout the evaluation.

Data sources

26. Data sets included three particular source types:

27. single or group key informant interviews, (of which the evaluation conducted 85, with a total of 187 individuals (see Annex 11 for a list of people interviewed);

28. focus group discussions, of which the evaluation conducted 32 with a total of approximately 250 participants (see Annex 6 for the fieldwork agenda and Annex 9 for the list of FGDs); and

29. document review, of which the evaluation reviewed 67 across WFP country, regional, and corporate documents, Cambodia national frameworks and policies, and other evaluation, review, assessment, and information documents relevant to Cambodia (see Annex 12 for the bibliography).

Gender of data sources

30. Overall: 78 percent of key informants were men and 22 percent were women. Specifically:

- out of 30 WFP staff – 50 percent were women, 50 percent men;
- out of 17 national-level government staff – 12 percent were women, 88 percent men;
- out of 96 sub-national government staff – 11 percent were women, 89 percent men;
- out of 7 other United Nations agency staff – 57 percent were women, 43 percent men;
- out of 26 NGO / implementing partner staff – 23 percent were women, 77 percent men;
- out of 5 donor staff – 40 percent were women, 60 percent men; and
- out of others (i.e. school staff, suppliers) – 17 percent were women, 83 percent men.

31. For focus group discussions, 56 percent of participants were women, and 44 percent were men.

32. Semi-structured key informant interviews were the main tool for primary data collection. Key informant interview protocols can be found in Annex 6. The protocols were used as the guide to ask questions to key informants against the evaluation questions and evaluation sub-questions from the list of stakeholders identified within the inception period. These included NGO cooperating partners, staff from line ministries and local government officials, including elected representatives in municipalities and districts.

33. Focus group discussions were used with beneficiaries and with other groups where possible. Focus group discussions with Tier 1 beneficiaries are intended to specifically respond to EQ2 and EQ4: the focus group discussion protocol can be found in Annex 6. Focus group discussions were conducted with parents of children receiving school feeding (traditional, hybrid and HGSF models); students; teachers and other

staff at school feeding programme (SFP) schools; farmers and suppliers; cash-based transfer (CBT) beneficiaries; and school feeding committees.

34. As a secondary source of data, a comprehensive document review also contributed to both the generation of evidence across all the evaluation questions and to triangulation of data collected from primary sources.

Sampling

35. The selection of the geographic areas considered for sampling is presented in Table 2. Sampling overview below was based on both inception discussions and document review during the inception phase.

Table 2. Sampling overview

Location	Who	Length of Time	Stakeholders and Sampling	POST DATA COLLECTION: Quantification and comments
Phnom Penh	Whole ET	11 working days	Key informant stakeholders at the national level: WFP CO; national government partners; other United Nations agencies; in-country donor representatives; and NGOs. FGDs: none.	The data collection for Phnom Penh was conducted: During week one in person, with the ET split into 2 or 3 teams (see Annex 7); and then remotely by the team leader in weeks 2 and 3; and with evaluation team members returning to Phnom Penh during the second half of week 3. 72 individuals were interviewed, being: <ul style="list-style-type: none"> • 22 WFP staff • 7 other UN agency staff • 17 government staff • 5 donor staff • 21 NGO / partner staff.
Sieam Reap	National expert 1 + research assistant	3 working days	Key informant interviews at the local level: Initial introduction to area office Sieam Reap (introduction, interviews, logistic); WFP staff in location, subnational government counterparts; NGO partners; and schools. FGDs with Tier 1 beneficiaries for either Activity 1 (school feeding) or Activity 2 (support to those affected by crisis).	24 individuals interviewed across provincial and district government offices, NGOs, and WFP staff.
Kampong Thom	National expert 1	3 working days	Key informant interviews at the local level:	14 individuals interviewed across provincial government offices, and NGOs.

			Initial introduction to area office Siem Reap (introduction, interviews, logistic); subnational government counterparts; NGO partners; and schools. FGDs with Tier 1 beneficiaries for either Activity 1 (school feeding) or Activity 2 (support to those affected by crisis).	
Pursat	Senior evaluator + National expert 2	3 working days	Key informant interviews at the local level: Initial introduction to area office Siem Reap (introduction, interviews, logistic); subnational government counterparts; NGO partners; and schools. FGDs with Tier 1 beneficiaries for either Activity 1 (school feeding) or Activity 2 (support to those affected by crisis).	32 individuals interviewed across provincial, district, and commune government offices, and NGOs.
Battambang	Senior evaluator + National expert 2	3 working days	Key informant interviews at the local level: Initial introduction to area office Siem Reap (introduction, interviews, logistic); subnational government counterparts; NGO partners; and schools. FGDs with Tier 1 beneficiaries for either Activity 1 (school feeding) or Activity 2 (support to those affected by crisis).	24 individuals interviewed across provincial, district, and commune government offices, and NGOs

Source: Elaboration of the evaluation team.

Validation of findings process

36. The evaluation team gathered a substantial volume of qualitative and quantitative data and evidence throughout the evaluation. This has all been collated in an excel-based comprehensive evidence database of which the final version holds 179 rows of data (see Table 3 below)

Table 3. Sample presentation of the evidence database ³

Interviewee	Role	Organization	Topic	Key Findings	Key Findings	Key Findings	Key Findings	Key Findings	Key Findings	Key Findings	Key Findings	Key Findings
KI	F	UNICEF	3.1 T-ICSP and CSP based evidence on identified needs, including the most vulnerable	I think I had all in my comments I included this (CSP, UNICEF) that read CSP even before coming here	3.1 T-ICSP and CSP aligned to national policies and plans led to the SDGs	3.2 T-ICSP and CSP aligned to national policies and plans led to the SDGs	3.3 T-ICSP and CSP aligned with wider UN with partnerships based on comparative advantage of WFP	3.4 WFP's strategic positioning remained relevant through T-ICSP and CSP considering changing context, national capacities and needs (CSP)	3.5 WFP activities and outputs contribute to expected outcomes of T-ICSP and CSP and to UNHCR protection across effectiveness of WFP's integrated approach	3.6 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach	3.7 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach	3.8 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach
KI	F	UNICEF	3.2 T-ICSP and CSP based evidence on identified needs, including the most vulnerable	I think I had all in my comments I included this (CSP, UNICEF) that read CSP even before coming here	3.2 T-ICSP and CSP aligned to national policies and plans led to the SDGs	3.3 T-ICSP and CSP aligned with wider UN with partnerships based on comparative advantage of WFP	3.4 WFP's strategic positioning remained relevant through T-ICSP and CSP considering changing context, national capacities and needs (CSP)	3.5 WFP activities and outputs contribute to expected outcomes of T-ICSP and CSP and to UNHCR protection across effectiveness of WFP's integrated approach	3.6 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach	3.7 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach	3.8 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach	3.9 WFP contribute to achievement of T-ICSP and CSP through an overarching integrated approach

37. Various analytical methods were then applied to the evidence as it was extracted and triangulated from the evidence database to generate the findings. Building on the stakeholder analysis the CSPE uses a gender-sensitive strategy and context analysis.

Gender equality and women's empowerment (GEWE) and how findings were validated within a gender-lens

38. The CSPE intends to be gender and human rights responsive and has mainstreamed protection, accountability to affected populations, gender and broader inclusion issues (such as disability) throughout the data collection process, to the extent possible in Cambodia. Table 4 below describes both how the evaluation intended to integrate gender, protection and social inclusion into the evaluation, and how, in practice, this was achieved.

Table 4. Approach to gender within the evaluation

Phase	Gender, protection, and social inclusion-sensitive activities: as foreseen in the inception report	Gender, Protection, and social inclusion-sensitive activities: in practice
Proposal	<p>Gender and inclusion:</p> <ul style="list-style-type: none"> Selection of a gender-balanced and culturally diverse team of evaluators with expertise in gender and inclusion analysis Identification of a team member with responsibility for overseeing the mainstreaming of gender and inclusion in the evaluation design 	<p>The team was initially 5 individuals, including 3 women international evaluators and 2 men national evaluators. The change in team towards the end of week one changed the composition to 3 women international evaluators, 1 man national evaluator, and 1 woman national evaluator</p>

³ Note that to ensure the confidentiality of interviewees and respondents to this evaluation, this figure is not intended to be readable. It is intended instead to simply provide a visual representation of the database used for collating evidence.

	<p>and guiding other team members to collect information in a gender-sensitive manner</p>	<p>The team leader, who is an expert in gender and protection, took the lead for overseeing the mainstreaming of gender and inclusion in the evaluation design, evaluation data collection, and in the analysis</p>
<p>Inception</p>	<p>Gender and inclusion:</p> <ul style="list-style-type: none"> • Evaluability assessment establishes the extent to which gender sensitive/ disaggregated secondary sources are available for consultation • Stakeholder analysis is conducted with a gender lens and informs a gender representative sample where possible • Stakeholder analysis is also conducted with an inclusion lens and ensures representation across levels (national and subnational) and categories (government, NGO, CSO) • Engagement with WFP gender focal persons as the main intermediaries of the WFP gender policy implementation • Evaluation matrix designed to measure the different effects/experiences of men, women, girls and boys, with gender sensitive indicators (qualitative and quantitative) • Inception report includes a gender- and inclusion-sensitive context analysis • Design of a framework/method to assess the gender marker levels of CSP interventions for the CO during desk review • Assessment of gender actions are well aligned with WFP Gender Policy 2015-2020 (or new WFP Gender Policy 2022-2026) <p>Protection:</p> <ul style="list-style-type: none"> • Design of data collection methods to ensure confidentiality and consent. For KII protocols, this includes ensuring that respondents feel safe and confident to provide feedback and are confident that their input will 	<p>All completed as outlined</p>

	<p>be confidential. For FGD participants this includes making sure FGDs are sex and age disaggregated, to ensure participants have the space to speak openly, and providing enough information for informed consent to be realistic</p>	
<p>Desk review</p>	<p>Gender:</p> <p>Assessment of the quality of gender analysis that was undertaken to inform the CSP, based on the following questions:</p> <ol style="list-style-type: none"> 1. Were contextual constraints and opportunities in relation to gender equality (e.g. laws and attitudes) identified? 2. Did the analysis review how well the main actors (state, government or other) have reached out to girls, boys, women and men to promote gender equality? 3. Was sex- and age-disaggregated data collected and analysed? 4. Did the analysis show appreciation for differences within non-homogenous social groups? <p>Assessment of whether results of the gender analysis were integrated into programme design, and definition of gender marker levels/codes for components of the CSP against the following GAM scale:</p> <ul style="list-style-type: none"> • 0 or 1 - no reflection of gender (gender blind) • 1 or 2- limited reflection of gender • 2a or 3 - potential to contribute significantly to gender equality, and • 2b or 4- the project's principal purpose is to promote gender equality <p>Review key documents on programme implementation for evidence of gendered outcomes, how gender was addressed by programmes in practice and coherence with relevant national and WFP gender policies</p>	<p>Completed as expected for the document review and analysis of this reflected in findings, in particular under 2</p>

<p>Primary data collection</p>	<p>Gender and Inclusion:</p> <ul style="list-style-type: none"> • Design of data collection tools and instruments (e.g. interview guides) that encourage evaluators to seek the views of participants on gender issues; understand the context, relationships, power dynamics; and gather information on differential effects/gendered outcomes and the reasons for them • Data collected on and from both men and women participants in WFP activities, applying a mixed method approach. FDGs sex and age disaggregated and ensure inclusive participation • Give due consideration to ethical issues as outlined in section 4 and take measures that encourage participants to share honest views in confidence • Collected data is consistently disaggregated by age, sex and disability <p>Protection</p> <ul style="list-style-type: none"> • For key informant interviews, all interviewees are given full information about how their data will be used, and how their confidentiality will be kept within this evaluation • For any concerns arising within the data collection phase with regard to protection issues, the ET take the advice of OEV and / or the Cambodia Country Director for reporting: see also below section on protection from sexual exploitation and abuse (PSEA) • For FDGs, the ET has followed child protection guidelines and will not interview any child under the age of 15. This is due to child protection guidance, which outlines that children above 15 can generally be assumed to understand the concept of informed consent, while this is not true for those under 15 • All FGD participants are asked to provide informed consent; meaning 	<p>Data collection tools included questions on gender and inclusion, particularly within EQ2.2 and the evidence collected is presented in the findings in this report</p> <p>Some FDGs were sex and age-disaggregated but given the context of Cambodia, others were not. A gender analysis has been applied to those FDGs which were sex-disaggregated but the sample size for these is small compared to the mixed groups, where it was not possible to disaggregate views based on gender</p> <p>This was achieved for all FDGs and KIs</p> <p>This was achieved and the evidence database sex-disaggregates all evidence allowing for evidence to be analysed with a gender lens</p> <p>This was achieved in all introductions to interviews</p> <p>No concerns arose</p> <p>The FDGs were conducted following the protocol as outlined in Annex 6</p>
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	<p>they fully understand the purpose of the discussion, and how the information they provide will be used, and that they consent to this. All FGD participants are made fully aware that it is not mandatory to answer any question or to participate and that they are free to leave at any time. All FGD participants are treated with dignity, respect and kindness</p>	<p>This was achieved for all FGDs</p>
<p>Analysis and reporting</p>	<p>Gender and inclusion: Analysis of data collected is informed by an adequate understanding of the context, relationships and power dynamics that affect the responses of interviewees:</p> <ul style="list-style-type: none"> • Triangulation of gender/age disaggregated data to ensure that the voices of women, men, boys and girls are heard and verified by various data sources • Triangulation of data across different levels (national and subnational) and different categories (such as government or NGO or CSO) of respondents, to ensure that the voices of all are reflected and not just those who hold the most power <p>Gender is mainstreamed throughout the final evaluation report. There will be a specific gender section only if:</p> <ol style="list-style-type: none"> 1. design of the interventions included specific, targeted, gender activities (e.g. nutrition or school feeding) combined with specific outcomes and indicators 2. monitoring reports indicated gender-specific outcomes that were unintended 3. highly relevant gender issues related to the context are identified 4. there is a need to report progress towards WFP gender policy objectives <ul style="list-style-type: none"> • The final evaluation report includes gender- and inclusion-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex 	<p>This has been achieved through the systematic capturing of gender of informants within the evidence database, and an additional layer of gender-lens analysis being performed on the evidence in the database, based on gender</p> <p>There is a clear finding on gender and while findings under EQs1, 3, and 4 will reference gender where relevant, EQ2.2 has a very clear and well-evidence finding on gender which links to a specific conclusion and recommendation</p>

	<ul style="list-style-type: none"> Analysis of data will be consistently disaggregated by age, sex, and disability <p>Protection: The ET will retain full confidentiality of all respondents (KIIs and FGD participants) within the final report and ensure that no comment can be attributed back to any particular person</p>	Achieved
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Source: Elaboration of the evaluation team

Limitations

39. A number of risks and assumptions were identified during the inception phase. The primary identified risks and limitations, together with additional unanticipated limitations, and anticipated and actual mitigation measures, are presented in Table 5.

40. In addition, one extra limitation presented itself which was the sudden illness of one of the national evaluators in week 1 of data collection. One of the original national evaluation team members became ill on the fourth day of data collection in Phnom Penh, being Thursday 25 August. A replacement evaluator was contracted and ready to start provincial fieldwork and travel on Sunday 28 August. The small window within which the evaluation team only had 4 members rather than 5 (Thursday 25 and Friday 26) was managed by rearranging interviews and evaluation team members allocated to interviews.

Table 5. Risks and limitations: proposed mitigation and actual mitigation

Limitation	Anticipated mitigation	Actual mitigation
<p>Availability of key stakeholders. During the inception phase, the CSPE, together with the CO, identified a comprehensive list of stakeholders. The main risk identified was the availability of government key interviewees at both national and provincial levels within the time frame of the scheduled field mission (August and September 2022).</p>	<p>The CSPE team will work closely with the WFP Cambodia focal point to ensure interviews can take place, and will also take a flexible approach to the evaluation to reduce the risk and work with the focal point in the CO to ensure that changes in interviewing schedules can be resourced within the evaluation team appropriately. Interviews will be pre-booked to reduce changes of non-availability.</p>	<p>The CO appointed 2 focal points for interviews in Phnom Penh and then focal points for provincial level fieldwork.</p> <p>While there were some initial challenges for the interview schedule during week one with changes / some interviews not being confirmed and some interviewees not attending (primarily online) interview sessions, these issues were resolved with a daily meeting between the ET and the CO focal points to review the next day's schedule and ensure no conflicts, and that required information (names, contact details, email addresses, and physical addresses) were available. This improved the process dramatically.</p> <p>Interviewees who were suddenly unavailable for in-person interview during week 1 of the</p>

Limitation	Anticipated mitigation	Actual mitigation
		<p>data collection phase were interviewed either remotely by the team leader in weeks 2 and 3, or by team members returning to Phnom Penh in the second half of week 3.</p> <p>The schedule for the provinces was very well organized with great commitment from the focal points.</p>
<p>Institutional memory. The inception phase of the CSPE already identified the fact that the current staff within the CO are not those who designed either the T-ICSP or the CSP and therefore there is a risk that there is a lack of institutional memory to ensure a full understanding of the conceptualization of the current CSP and the evolution of programming.</p>	<p>The ET has already identified key previous incumbents to be contacted and interviewed as a mitigation strategy to this challenge.</p>	<p>The ET interviewed previous members of the Cambodia CO to gather as much data as possible with regard to the rationale for the design of the T-ICSP and the CSP. However, the evaluation recognizes that there is still only limited information related to the T-ICSP, which has been included where possible in the findings but is of a limited nature.</p>
<p>COVID-19. Like all such evaluation missions, this one was designed and scheduled on the assumption that it would be possible to hold the meetings and other evaluation activities that are proposed.</p>	<p>The ET recognized that the context with regard to COVID-19 can always change at which point a change to data collection methodology, agreed with the Cambodia CO and OEV, would have to be implemented. This CPSE is fortunate to have two Cambodian nationals as core team members and, therefore, there is a contingency if international travel is not possible.</p>	<p>Cambodia retains a mask mandate for all indoor places and the ET adhered to this across all interviews. Many interviews were planned to be online or changed to an online format where interviewees had been exposed to COVID-19.</p>
<p>Logistics for interviews: The ET assumes that once the key stakeholders at local levels are identified, WFP will contribute to liaising with the local authorities for introducing the team and arranging realistic mission schedules.</p>	<p>Assumption of support.</p>	<p>The Cambodia CO provided very good support to both developing the original schedule and ensuring updated information for changes to the schedule. A level of flexibility by both the ET and the CO allowed for a full data collection to be covered.</p> <p>Logistics were covered entirely by the ET with the use of tuk-tuks around Phnom Penh and</p>

Limitation	Anticipated mitigation	Actual mitigation
		ET-hired vehicles and translators for the province fieldwork.
The evaluation period covers both the T-ICSP (2018) and the current CSP (2019-2023) which framed the CSP around different strategic objectives . See Figure 4 for a mapping of the T-ICSP strategic objectives to the current CSP.	This evaluation has based the reconstructed ToC on the current CSP to ensure maximized formative utility for future programming and the design of the next CSP.	Nothing additional.
During the mid-term review of the current CSP WFP Cambodia re-framed and re-conceptualized the CSP strategic objectives, organizing these objectives into three pillars.	The reconstructed ToC uses these three pillars as the conceptual foundation for the same reasons as above.	Nothing additional.
Neither the T-ICSP nor the CSP – or in fact the re-framing of the SOs into the three pillars provided an overarching country ToC; rather there are different ToC for different activities or bundles of activities within the original CSP, and then a ToC for each of the three pillars developed during the mid-term review process.	This evaluation has used the three pillar ToC to develop a reconstructed overarching ToC.	Nothing additional.
This CSPE overlaps two WFP Strategic Plans (2017-2021 and 2022-2026) with different strategic objectives and strategic results.	<p>In order to both evaluate performance based on the strategic plan against which the CSP was developed (2017-2021) the ToC highlights which 2017-2021 strategic result each SO relates to.</p> <p>In order to maintain relevance for the future direction of WFP Cambodia, the ToC also links to the immediate and intermediate outcomes as highlighted in the 2022-2026 strategic plan overarching theory of change.</p>	
Firstly, there is the recent change in structure of the WFP Cambodia CO, from a non-traditional structure of two outcome managers and no	This CPSE is taking place during this time of change and has identified this change process as a sub-question under EQ3 within	Nothing additional.

Limitation	Anticipated mitigation	Actual mitigation
<p>overall Head of Programme or Deputy Country Director, moving towards the more traditional structure with these two key positions recently filled.</p> <p>Further, the structure previously located the VAM function specifically under one activity (Activity 5) with M&E also being located under one activity (Activity 1), rather than crossing across the whole CSP: This has now been changed and VAM and M&E sit under a research, assessment, and monitoring unit reporting directly to the Country Director.</p>	<p>the evaluation matrix to assess. In addition, the evaluation will seek to reach out to previous incumbents of specific roles to ensure a clear sense of rationale for prior structure to assess against the current structure.</p>	
<p>COVID-19 has changed the political landscape of Cambodia, rendering the situational analysis conducted pre-pandemic for the current CSP less relevant than perhaps it might have remained without the pandemic.</p>	<p>This, though, also presents an opportunity for programming, based on the very specific accelerated interest in and focus on social protection by the Government of Cambodia, and the potential of the WFP role within this focus. This CSPE will allow for the fact that the analysis upon which the CSP is based became less relevant both during and following the COVID-19 pandemic and will seek to identify learning vis-à-vis the flexibility of CSPs to adapt to opportunities presented by greater political interest and political will in social protection.</p>	<p>Nothing additional.</p>
<p>There is an imbalance across SOs with regard to availability of evidence: for example, Activity 1 under SO1, which is school feeding, has a substantial body of secondary evidence for review, whereas, for example, Activity 6 under SO5 (provision of on-demand warehousing services to other humanitarian actors) has much less data available.</p>	<p>The CSPE will seek to maximize efficiency by utilizing all the secondary evidence where available and ensuring enough time and space allocated in primary data collection methods (such as the key informant interviews and focus group discussions) to ensure sufficient evidence for other activities; while also recognizing that there will anyway be more of an evaluation focus on larger, more visible, and more impactful</p>	<p>There is a significant imbalance/discrepancy of data and evidence available for SO1 (school feeding) compared to SOs 2-6 (everything else). This is true for both primary data sources (KIIs and FGDs) and secondary data sources (document review). The ET has ensured that all available information and data for SOs 2-6 has been collated and presented as part of the findings, but nevertheless, the evaluation</p>

Limitation	Anticipated mitigation	Actual mitigation
	activities such as school feeding than on smaller and less impactful components of the CSP.	report is heavily skewed towards the school feeding programme, which dominates the WFP Cambodia programme.
Outcome and output indicators have not been systematically reported on. The T-ICSP had 65 indicators: 17 outcome indicators, 6 cross-cutting indicators, and 42 output indicators across 4 strategic objectives and 5 activities. The current CSP has 81 indicators: 16 outcome indicators, 8 cross-cutting indicators, and 57 output indicators across 6 strategic objectives and 7 activities.	This will form part of the more in-depth portfolio and review of quantitative data analysis during the data collection phase, and the evaluation team will be able to report on the impact that these issues have in terms of monitoring, and communicating WFP results. The challenges in indicators will be mitigated against by ensuring broad qualitative data collection on the issues, to allow the evaluation both to credibly judge achievements even outside of quantitative reporting against specific indicators, and to provide recommendations for future programming. Indeed, this CSPE will focus on a higher-level strategic analysis of the relevance, coherence, effectiveness and efficiency of the WFP's work as a whole. In terms of effectiveness, output and activity level, data sets are available and will be reviewed, but analysis will be orientated towards strategic outcomes.	An in-depth quantitative review of the output and outcome results against indicators has been conducted and is presented both under the Findings in EQ2.1 and as Annex 8. Within EQ2.1, these data are both presented as they have been found, including with gaps, and are also incorporated into the findings themselves. Annexe 8 presents an analysis of how many indicators have been fully and systematically reported on.
There are discrepancies between COMET data and ACR data that will impact on the evaluability of the datasets at activity and, to a lesser degree, outcome level.		
Adjustments in the evaluation matrix (sub-question 3.4 and 4.5)		Elements of the cost effectiveness analysis have been included in the cost – efficiency analysis sub-question as both are linked. Sub-question 4.5 is not fully covered in the analysis as the evaluation team found no additional factors that affected the CSP performance that have not already been discussed under EQ 1.1 to EQ 4.4.

Source: Elaboration of the evaluation team.

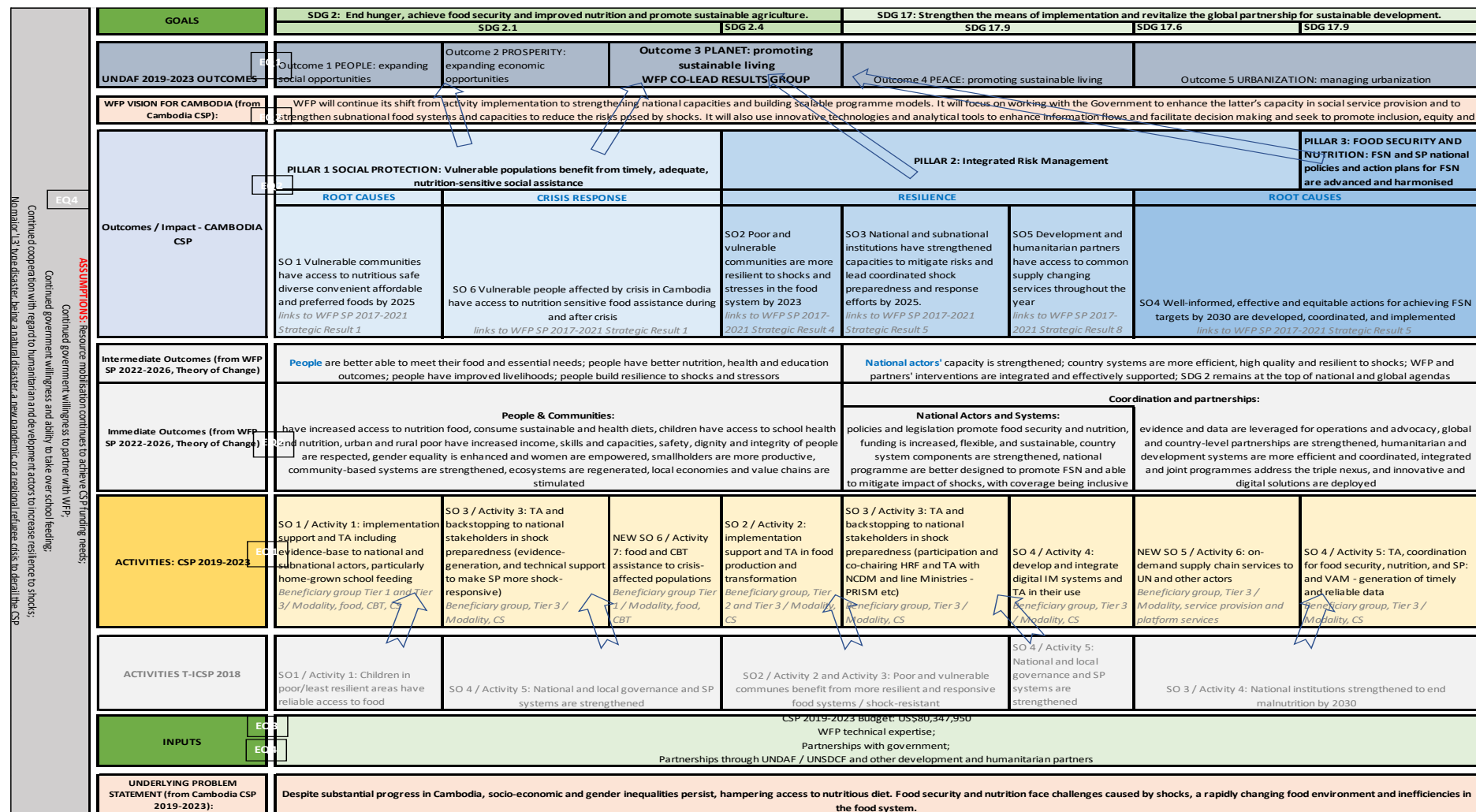
Quality assurance process

41. In accordance with the long-term agreement (LTA) requirements, this evaluation report has undergone a thorough quality assurance process. The process has strictly followed the Centralized Evaluation Quality Assurance System (CEQAS) and relevant materials, including the Guidance for Process and Contents for CSPEs and the template and quality checklist for inception reports.

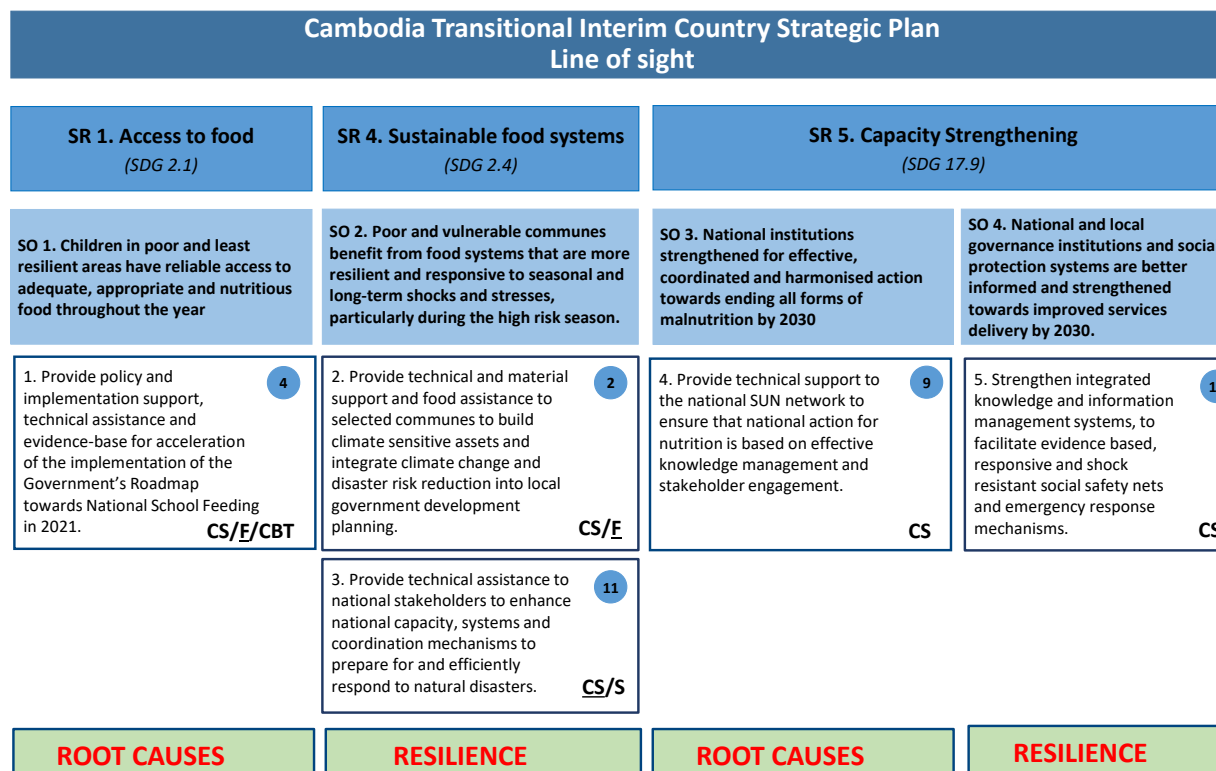
42. The external quality advisor provided methodological advice, peer reviewed all the evaluation deliverables, and facilitated overcoming quality risks or methodological issues.


Annex 4. Theory of change and line of sight

Theory of change



Cambodia T-ICSP (2018) – line of sight (LoS)



 Corporate activity number

Source: SPA Archive.

Cambodia CSP (2019-2023) – line of sight

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 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.

Annex 5. Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
EQ1: To what extent was the T-ICSP and is the CSP evidence based and strategically focused on the national needs and priorities in Cambodia, as well as on the comparative advantage of WFP?					
1.1 To what extent was the T-ICSP and is the current CSP informed by existing evidence on the needs of Cambodia people, including the most vulnerable, with regard to hunger challenges, food security and nutrition to ensure its relevance at design stage?					
Relevance: climate change and shock responsiveness, links to Pillar 2: Integrated risk management	1.1.1 To what extent was the current CSP informed by evidence on the needs of Cambodian people, and particularly vulnerable Cambodians, with regard to the realities of the food security and nutrition situation, including climate change and shock responsiveness issues, to ensure its relevance at design stage?	Evidence that CSP strategic outcomes and activities are based in zero hunger review / needs assessment; Evidence that CSP strategic outcomes and activities integrate shock-resilient protection and anticipatory action components, based on situational analysis of vulnerability to climate change-induced shocks in Cambodia.	KIIs: WFP Cambodia; government partners; UN agencies; NGO partners; private sector partners. Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; Country Briefs Early Warning Lists; Internal Situation Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews. Government docs: Rectangular Strategy Phase IV; Rectangular Strategy Phase III; National Fast Track Roadmap for Nutrition; National Strategic Development Plan; National Strategy for FSN; Second National Strategy for FSN; National Action Plan for Zero Hunger; National Social Protection Policy	Key informant interviews Document review	Strategy and context analysis Timeline analysis Protection, AAP, gender and social inclusion analysis

			Framework; Rural Development Strategy, Action Plan.		
Relevance: school feeding transition, and capacity strengthening, links to Pillars 1 and 3: social protection, and food security and nutrition	1.1.2 To what extent was the T-ICSP informed by both the situational analysis of the needs of Cambodia people, including the most vulnerable, as well as the necessity to reorientate the WFP programme from a service-delivery focus to a capacity-strengthening focus; and to what extent did the T-ICSP provide a relevant bridge from the previous CP to the existing CSP?	Evidence that T-ICSP and CSP provides a clear roadmap for reorientating support to capacity strengthening rather than direct assistance; Evidence that T-ICSP provides a way of bridging from previous country portfolio to current CSP; Evidence of increased government capacity, particularly in relation to school feeding transition (evidence of formal handover agreements; evidence of continued effective school-feeding in transitioned schools; qualitative feedback on support provided to ensure sustainability of handover).	KIIs: WFP Cambodia; WFP RBB; WFP HQ. Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; Country Briefs Early Warning Lists; Internal Situation Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews; Government docs: Relevant government policies and strategies as 1.1.1.	Key informant interviews Document review	Strategy and context analysis Timeline analysis Protection, AAP, gender and social inclusion analysis
1.2 To what extent was the T-ICSP and is the current CSP aligned to national policies and plans and to the SDGs?					
Relevance and coherence: links to all three pillars, and specifically to support to Government of Cambodia	1.2.1 To what extent is the current CSP aligned to national policies and plans and to the SDGs?	Evidence that the CSP references implicitly or explicitly government policies / shows alignment with government policies; Evidence that WFP has provided technical support to government policies; Evidence of meetings with key line ministries.	KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies. Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; WFP Cambodia Evaluations and Reviews; Government docs: Relevant government policies and strategies as per 1.1.1 and also including the Nationally Determined Contribution	Key informant interviews Document review	Strategy and context analysis Timeline analysis Protection, AAP, gender and social inclusion analysis

			to the UNFCCC; National Strategic Plan on Green Growth.		
Relevance: links to adaptation to COVID-19 pandemic and the new normal in Cambodia with respect to social protection and therefore particularly Pillar 1: social protection	1.2.2 To what extent is the current CSP aligned with an increased national focus on social protection since COVID-19?	<p>Qualitative feedback (or quantitative data) that shows:</p> <ol style="list-style-type: none"> 1. The CSP has proven flexibility to increase social protection focus and activities based on changing national priorities; 2. CSP allowed WFP to adapt to the pandemic, and the current realities in line with shifting government focuses. 	<p>KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; WFP Cambodia Evaluations and Reviews; WFP COVID-19 report.</p> <p>Government docs: Relevant government policies and strategies as per 1.1.1</p> <p>United Nations docs: UN reports: UN COVID-19 Socioeconomic Response and Recovery Plan; National Human Development Report; Joint UN statement on nutrition in the context of COVID-19 report.</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Strategy and context analysis</p> <p>Timeline analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>
1.3 To what extent was the T-ICSP and is the current CSP coherent and aligned with the wider UN and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in Cambodia?					

<p>Relevance and coherence with UNDAF / UNSDCF framework</p>	<p>1.3.1 To what extent is the current CSP aligned with the wider UNDAF and (new) UNDSFC framing in Cambodia, including maximizing strategic partnerships and leadership based on the comparative advantage of WFP in Cambodia?</p>	<p>Evidence of alignment between the CSP strategic outcomes and activities and the objectives set in the Cambodia UNDAF; Evidence that the CSP was coherent with and integrated into the broader UNDAF and planning processes for the UNSDCF; Evidence of assessment and alignment with a key stakeholder strategy for Cambodia; Extent to which WFP harmonized strategic approaches through the United Nations Country Team (UNCT), Humanitarian Country Team (HCT), and coordination platforms; Extent to which the CSP was complementary to the strategies of other individual United Nations agencies; Level of CSP complementary to the strategies of main donors.</p>	<p>KIIs: WFP Cambodia; donor; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; Country Briefs; WFP Cambodia Evaluations and Reviews;</p> <p>United Nations docs: UN reports: UNDAF CCA; UNDAF 2016-2018; UNDAF 2019-2023; UN Cambodia Flood Response Plan; UN COVID-19 Socioeconomic Response and Recovery Plan; National Human Development Report.</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Strategy and context analysis</p> <p>Timeline analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>
<p>1.4 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the T-ICSP and the current CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?</p>					
<p>Relevance: links to adaptation to COVID-19 pandemic and the new normal in Cambodia, links to all three pillars</p>	<p>1.4.1 To what extent has WFP strategic positioning remained relevant throughout the implementation of the T-ICSP and the current CSP and UNDAF considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?</p>	<p>Evidence that WFP comparative advantage informed decision making and strategic formulation, including the WFP role in supporting achievement of SDGs 2 and 17; Evidence of continued situational analysis to inform refocusing and reframing of the CSP including during the reframing exercise developing the three pillars in 2021; Level of alignment of the CSP with national policies and frameworks and changing national priorities;</p>	<p>KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Monthly Monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; WFP Cambodia Evaluations and Reviews; WFP COVID-19 report.</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Strategy and context analysis</p> <p>Timeline analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>

		Evidence of changes made to programming based on changing situational analysis.	Government docs and United Nations docs: National Social Protection Policy Framework; Second National Strategy for FSN; Rural Development Strategy, Action Plan; UN COVID-19 Socioeconomic Response and Recovery Plan; National Human Development Report; 2021 Sustainable Development Report.		
EQ2 – What is the extent and quality of WFP’s specific contribution to the 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 the current CSP strategic plan and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
Effectiveness: links overall to Pillar 1: social protection	2.1.1 To what extent has the CSP achieved greater social protection for vulnerable populations in accessing timely, adequate, and nutrition-sensitive social protection across SO1 (school feeding) and SO 6 (vulnerable people affected by crisis in Cambodia have access to food) and has contributed to UNDAF outcomes?	Robustness of output to outcome monitoring data and level to which this clearly demonstrates how much the CSP delivered on anticipated results in the CSP and Corporate Results Framework (CRF); Level to which WFP addressed known data gaps; Evidence that WFP has been tracking the effectiveness, success, and intended and unintended outcomes of Activity 1 (under SO1) and Activity 7 (under SO 6); Level of data collected and used – evidence of changes made based on data collected and analysed / evidence of corrective measures being taken;	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners; private sector partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.</p> <p>FGD with Tier 1 beneficiaries</p>	<p>Key informant interviews</p> <p>Focus group discussions with Tier 1 beneficiaries</p> <p>Document review</p>	<p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>

<p>Effectiveness: links specifically to the effectiveness of school feeding transition, and therefore links to Pillar 1: social protection</p>	<p>2.1.2 To what extent has the CSP ensured effectiveness of transition of the school feeding programme, both in terms of those schools that have already transitioned and in terms of the overarching strategy and framework for the continuation and finalization of the transition?</p>	<p>Robustness of output to outcome monitoring data and level to which this clearly demonstrates how much the CSP delivered on anticipated results in the CSP and CRF; Level to which WFP addressed known data gaps; Evidence that WFP has been tracking the effectiveness, success, and intended and unintended outcomes of transition of the school feeding programme; Evidence that WFP has monitored, analysed, and incorporated into programming a pandemic-accelerated national focus on social protection; Frequency of monitoring visits to schools and provincial/district authorities; Level of data collected and used – evidence of changes made based on data collected and analysed / evidence of corrective measures being taken.</p>	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners; private sector partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.</p> <p>FGD with Tier 1 beneficiaries.</p>	<p>Key informant interviews</p> <p>Focus group discussions with Tier 1 beneficiaries</p> <p>Document review</p>	<p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>
<p>Effectiveness: links specifically to the increased focus on social protection in Cambodia and therefore links to Pillar 1: social protection</p>	<p>2.1.3 To what extent did WFP maximize the pandemic-accelerated focus on social protection in Cambodia, and positioned itself according to WFP advantage and strength for effective social protection support to the Government?</p>	<p>Robustness of output to outcome monitoring data and level to which this clearly demonstrates how much the CSP delivered on anticipated results in the CSP and CRF; Level to which WFP addressed known data gaps; Evidence that WFP has been tracking the effectiveness, success and intended and unintended outcomes of transition of the school feeding programme; Evidence that WFP has monitored, analysed, and incorporated into</p>	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners; private sector partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>

		programming a pandemic-accelerated national focus on social protection.	Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.		
Effectiveness: links overall to Pillar 2: integrated risk management	2.1.4 To what extent has the CSP achieved greater integrated risk management in Cambodia across SO2 (resilience to shocks for vulnerable Cambodians), SO 3 (national and subnational institutions have strengthened capacity to deal with shocks) and SO5 (development and humanitarian partners have access to common supply chain services) and has contributed to UNDAF outcomes?	Robustness of output to outcome monitoring data and level to which this clearly demonstrates how much the CSP delivered on anticipated results from activities 2, 3, and 6 towards SOs 2, 3, and 5; Level to which WFP addressed known data gaps; Evidence that WFP has been tracking the effectiveness, success, and intended and unintended outcomes of activities 2, 3 and 6 (under SO2, SO3, and SO5); Level of data collected and used – evidence of changes made based on data collected and analysed / evidence of corrective measures being taken.	KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners; private sector partners. Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews. FGDs with Tier 1 beneficiaries (under SO 2)	Key informant interviews Focus group discussions with Tier 1 beneficiaries Document review	Portfolio analysis and review of WFP quantitative data sets Contribution analysis Protection, AAP, gender and social inclusion analysis
Effectiveness: links overall to Pillar 3: food security and nutrition	2.1.5 To what extent has the CSP achieved greater food security and nutrition in Cambodia across SO4 (national and subnational institutions have strengthened capacities to reach 2030 targets) and contributed to UNDAF outcomes?	Robustness of output to outcome monitoring data and level to which this clearly demonstrates how much the CSP delivered on anticipated results from activities 4 and 5 under SO4; Level to which WFP addressed known data gaps; Evidence that WFP has been tracking the effectiveness, success and	KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners; private sector partners. Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists;	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets Contribution analysis Protection, AAP, gender and social inclusion analysis

		intended and unintended outcomes of activities 4 and 5 (under SO4); Level of data collected and used – evidence of changes made based on data collected and analysed / evidence of corrective measures being taken.	Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.		
Effectiveness: links specifically to how WFP Cambodia operations have contributed to progress towards SDGs 2 and 17: links to all 3 pillars	2.1.6 To what extent have linkages and synergies between activities and strategic objectives been maximized for achievement of the country strategic objectives and contribution to SDGs 2 and 17? To what extent has the reframing of the CSP under the three pillars helped or hindered this?	Evidence of cross-fertilization across activities and strategic outcomes; Evidence of complementarity and reinforcement across activities/projects to support connectivity.	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.</p>	Key informant interviews Document review	<p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (capacity strengthening, gender, protection, AAP, social inclusion, and humanitarian principles and access)?					
Effectiveness: context appropriate actions	2.2.1 To what extent did the CSP include clear and contextually specific and contextually relevant direction for implementing programming within the lens of capacity strengthening, and humanitarian principles and access?	<p>Evidence that WFP contributed to relevant national capacity strengthening strategies and actions for food and nutrition security;</p> <p>Evidence that humanitarian principles are well understood and respected within WFP Cambodia programming;</p>	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; Country Briefs; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring</p>	Key informant interviews Document review	<p>Strategy and context analysis</p> <p>Timeline analysis</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>

			<p>Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; WFP Cambodia Evaluations and Reviews.</p> <p>Government, United Nations, and other docs and reports: National Social Protection Policy Framework; National Human Development Report; UN Women ASEAN Gender Outlook Report; UN Women COVID-19 and Violence against Women Report; UN Women State of Gender Equality and Climate Change in Cambodia Report; 2021 Sustainable Development Report; UNDP The Gender Wage Gap in Cambodia Report; WFP Asia-Pacific Disability Inclusion Initiative Workplan.</p>		
Effectiveness: people focused actions	2.2.2 To what extent did the CSP ensure a focus on gender and social inclusion, including disability?	<p>Evidence of measures taken to ensure that the design of interventions considered beneficiaries perspectives disaggregated by sex, age or other factors;</p> <p>Evidence that WFP and partners have identified, and engaged with the most vulnerable women, men and children in relation to its SOs (i.e. documented targeting strategies; a robust analysis of vulnerability; and evidence that targeting the most vulnerable is achieved and recorded);</p> <p>Evidence that the design of the CSP was relevant to the immediate needs of the most food-insecure/vulnerable people as highlighted by VAM data;</p>	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; CP 2020 Cambodia documents; Country Briefs Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports ;Risk Register ;Food Price Monitoring Reports; Gender and Age Assessments; WFP Cambodia Evaluations and Reviews;</p> <p>Government, United Nations, and other documents and reports:</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Strategy and context analysis</p> <p>Timeline analysis</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>

		Evidence that the CSP intentionally and deliberately and explicitly addressed issues of inclusion and exclusion based on gender, age, sexual orientation, disability status and other aspects of exclusion such as sexual orientation.	National Social Protection Policy Framework; National Human Development Report; UN Women ASEAN Gender Outlook Report; UN Women COVID-19 and Violence against Women Report; UN Women State of Gender Equality and Climate Change in Cambodia Report; 2021 Sustainable Development Report; UNDP The Gender Wage Gap in Cambodia Report; WFP Asia-Pacific Disability Inclusion Initiative Workplan.		
Effectiveness: AAP and protection-focused actions	2.2.3 To what extent has the CSP ensured integration of AAP and protection in programming, including attention to protection from social exploitation and abuse (PSEA) and engagement in country-wide PSEA platforms.	Evidence of managed, flexible and adapted mechanisms of accountability used to reach diverse interest groups within communities including women, poor and marginal people (and in line with WFP policy on accountability to affected populations) i.e. written mechanisms and evidence WFP staff are implementing these mechanisms to reach different groups; Evidence that the CSP intentionally and deliberately and explicitly ensured protection of affected communities in line with WFP policy and guidance; Evidence of clear country-level guidance and systems on PSEA as adapted from WFP policy guidance Evidence that staff are aware of PSEA guidance and can follow it; Evidence of any evolution of PSEA accountability since guidance has been put in place;	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.</p>	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets

		Evidence of engagement and / or leadership with broader UNCT PSEA platforms.			
Effectiveness: measuring across cross-cutting issues	<p>2.2.4 To what extent were achievements on cross-cutting issues well measured/well captured? In particular:</p> <ul style="list-style-type: none"> • Contribution to capacity strengthening • Contribution to increasing gender equality and women's empowerment • Contribution to increasing protection of the environment • Contribution to ensuring good feedback and accountability under AAP • Contribution to increasing social inclusion • Contribution to ensuring adherence to humanitarian principles and access. 	<p>Evidence of measures taken to analyse and apply information on protection, gender and women's empowerment, and inclusion issues in strategic decision making; Evidence of participation of women, men, girls and boys and other vulnerable groups in decision making affecting implementation of SO/activities; Evidence of data from feedback mechanisms taken up and applied to design and implementation of CSP activities; Evidence of measures taken to adjust or strengthen approaches to implementing cross-cutting issues.</p>	<p>KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies; NGO partners.</p> <p>Doc Review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Gender and Age Assessments; Rapid Needs Assessments; WFP Cambodia Evaluations and Reviews; WFP Asia-Pacific Disability Inclusion Initiative Workplan.</p> <p>FGD with Tier 1 beneficiaries.</p>	<p>Key informant interviews</p> <p>Focus group discussions with Tier 1 beneficiaries</p> <p>Document review</p>	<p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>
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?					

Sustainability: policy integration	2.3.1 To what extent has the CSP integrated objectives and activities in Cambodian government plans and development strategies?	Evidence in documentation of strategic integration of CSP objectives and activities in government plans.	Doc review: WFP docs: CSP and T-ICSP documents; government Policies and Plans	Key informant interviews Document review	Strategy and context analysis Portfolio analysis Contribution analysis
Sustainability: capacity strengthening and supporting government ownership at different levels	2.3.2. To what extent has the CSP supported sustainable government ownership at different levels of specific programmes, based on achievable and realistic transition strategies?	Evidence exists from documentation citing technical capacity achievements according to evidence in documentation of effects on subnational government capacity through national level capacity strengthening approach at provincial, district, and sub-district level – disaggregated by capacity dimension (individual, institutional, and enabling environment).	WFP Annual Country Reports/Standard Project Reports Government Policy Frameworks and Programmes WFP Internal Reports Country Programme Action Plan Government Policy Frameworks and Programmes and districts, provinces and sub-district level documents.	Key informant interviews Document review	Strategy and context analysis Portfolio analysis Contribution analysis
2.4 To what extent did the T-ICSP and current CSP facilitate more strategic linkages between humanitarian and development cooperation and, where appropriate, contributions to peace?					
Effectiveness: working across the nexus, linking specifically to Pillar 2: integrated risk management	2.4.1 To what extent has WFP contributed to increased resilience and broader integrated risk management (IRM) through leadership of the Humanitarian Response Forum (HRF)?	Evidence of measures taken to address connectedness and linkages across development and humanitarian programmes; Evidence that WFP has contributed to, and has tracked contribution to, increased resilience and effectiveness humanitarian response through coordination leadership; Evidence that WFP is increasingly integrating shock-responsive social protection and anticipatory action into all interventions.	KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies; NGO partners. Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments;	Key informant interviews Focus group discussions with Tier 1 beneficiaries Document review	Timeline analysis Portfolio analysis and review of WFP quantitative data sets Contribution analysis Protection, AAP, gender and social inclusion analysis

			Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.		
2.4.2 To what extent has WFP successfully integrated shock-responsive social protection and anticipatory action into WFP programming, partner programming, and government systems?	Evidence of measures taken to address connectedness and linkages across development and humanitarian programmes; Evidence that WFP has contributed to, and has tracked contribution to, increased resilience and effectiveness humanitarian response through coordination leadership; Evidence that WFP is increasingly integrating shock-responsive social protection and anticipatory action into all interventions.	<p>KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.</p>	<p>Key informant interviews</p> <p>Focus group discussions with Tier 1 beneficiaries</p> <p>Document review</p>	<p>Timeline analysis</p> <p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>	

	2.4.3 To what extent has the use of Platforms for Real-Time Information System (PRISM) improved resilience programming and humanitarian response?	Evidence of measures taken to address connectedness and linkages across development and humanitarian programmes; Evidence that WFP has contributed to, and has tracked contribution to, increased resilience and effectiveness humanitarian response through coordination leadership; Evidence that WFP is increasingly integrating shock-responsive social protection and anticipatory action into all interventions.	<p>KIIs: WFP Cambodia; WFP RBB; donor; government partners; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Transition strategy; Country Briefs; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews.</p>	<p>Key informant interviews</p> <p>Focus group discussions with Tier 1 beneficiaries</p> <p>Document review</p>	<p>Timeline analysis</p> <p>Portfolio analysis and review of WFP quantitative data sets</p> <p>Contribution analysis</p> <p>Protection, AAP, gender and social inclusion analysis</p>
EQ3: To what extent has WFP used its resources efficiently in contributing to the CSP outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe of the CSP – 2019-2023?					
Efficiency: reviewing actual outcomes achieved to date within the CSP as reported against CSP output and outcome indicators within the framework of planned timelines: links to all three pillars	3.1.1 To what extent were outcomes for the Cambodia T-ICSP and CSP achieved within the intended timeframe (T-ICSP – 2018, and CSP – 2019-2023), and to what extent did COVID-19 affect this achievement?	Evidence of clear tracking of output and outcome indicators.	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Portfolio analysis and review of WFP quantitative data sets</p>
Efficiency: CO structure and how this has supported achievement of the CSP across the three pillars	3.1.2 To what extent did the initial structure of the CO under the CSP hinder or help achievement of the strategic objectives, and to what extent has the restructure (as much	Qualitative evidence provided by WFP staff feedback on changes in structure or CSP development and implementation as to whether the structure helped or hindered; Qualitative evidence provided by WFP staff feedback on whether changes in	<p>KIIs: WFP Cambodia; WFP RBB.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan;</p>	<p>Key informant interviews</p> <p>Document review</p>	<p>Portfolio analysis and review of WFP quantitative data sets</p>

	as it is possible to tell within the timeframe) made a difference to the efficiency of WFP activities and results?	systems/mechanisms for internal coordination/reporting, cross-disciplinary/sub-office collaboration improved those functions; WFP staff feedback on challenges and significant changes to CO management systems and processes; Evidence of measures taken to assess capacities and fill the gaps including staffing review, historical staffing lists, evidence of job postings; Evidence of changes in staffing profiles to deliver against SOs and cross-cutting issues; Any evidence of CO structure helping or hindering programme implementation (qualitative evidence from WFP staff, partners and donors).	Dashboards; WFP Cambodia Evaluations and Reviews.		
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?					
Efficiency: breadth and depth of coverage: targeting	3.2.1 To what extent did the coverage of the CSP include a clear focus on the most vulnerable and food insecure based on vulnerability mapping?	Number of provinces of greatest vulnerability targeted by the CSP design; Evidence of a clear and transparent targeting practice (including clearly set inclusion and exclusion criteria; considerations of age and gender) of beneficiaries and groups, consistency of application of the criteria; Evidence on levels of coverage of all segments of vulnerable communities and proportion of overall needs met by WFP; Evidence that the WFP struck an appropriate balance between depth and scale of assistance to target groups;	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; UN agencies; NGO partners.</p> <p>Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.</p>	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets

		Targeting strategy articulated (including consideration of gender and age, vulnerability, etc).			
Efficiency: breadth and depth of coverage: adapting to changing contexts	3.2.2 To what extent did WFP adapt targeting methodologies based on changing vulnerabilities (such as COVID-19 or increased climate-induced disasters, such as the October 2020 floods)?	Evidence that changes in context led to appropriate shifts in targeting and implementation plans; Evidence of continued and regular re-assessment of vulnerability; Evidence of regular analysis of inclusion and exclusion rates.	KIIs: WFP Cambodia; WFP RBB; WFP HQ; UN agencies; NGO partners. Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets
Efficiency: breadth and depth of coverage: adapting internal changing capacities	3.2.3 To what extent did WFP adapt targeting methodologies based on changing internal contexts (such as changes in funding availability)?	Evidence that changes in context led to appropriate shifts in targeting and implementation plans; Evidence that decisions on resource utilization were made transparent, objective, appropriate and justified in coordination with other UN agencies, the Government and stakeholders;	KIIs: WFP Cambodia; WFP RBB; WFP HQ; UN agencies; NGO partners. Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets

		Evidence that the choice of modalities (cash, vouchers, in-kind) was appropriate; Evidence of changes to resource allocations to target groups were appropriate in the light of increased or decreased donor support.			
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?					
Efficiency: resource mobilization and how this has supported achievement of the CSP across the three pillars	3.3.1 To what extent have financial resources been efficiently allocated over the course of the current CSP and how has this been measured?	Extent to which CO analysed donor priorities and developed a funding strategy to leverage funds; Percentage of financial coverage of planned activities; Planned budget requirements for outputs against actual resources raised; Challenges to financial mobilization and WFP responses; Changes in, and type of relationships with donor partners; Evidence of generation of private sector funds; Evidence of contingency planning.	KIIs: WFP Cambodia; WFP RBB; WFP HQ. Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets
3.4 To what extent were alternative, more cost-effective measures considered?					
Cost effectiveness what alternatives were considered? – links to the three pillars	3.4.1 To what extent were WFP activities cost-effective and to what extent were and are alternative, more cost-effective measures being considered?	Extent-to which the CO considered alternative activities from a value-for-money perspective; Extent to which the CO analysed – and recorded the analysis – of value-for-money of different implementing partners; Extent to which the CO sources procurement suppliers across programme and administrative functions through a value-for-money lens;	KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor. Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.	Key informant interviews Document review	Portfolio analysis and review of WFP quantitative data sets

		Evidence of ongoing expenditure monitoring and review of expenditure, with alternative 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 current CSP?					
External and Internal supporting or hindering factors: resource mobilization and how this has supported achievement of the CSP across the three pillars	4.1.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the current CSP and how well has successful mobilization of resources accelerated progress towards the SOs in a measurable manner?	Extent to which CO analysed donor priorities and developed a funding strategy to leverage funds; Percentage of financial coverage for each SO; Planned budget requirements for outputs against actual resources raised per year; Challenges to financial mobilization and WFP responses; Evidence of approaches to donors and their feedback; Changes in, and type of relationships with, donor partners; Evidence of generation of private sector funds; Evidence of contingency planning.	KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor. Doc review: WFP docs: CSP and T-ICSP documents; Country M&E Plan; Dashboards; WFP Cambodia Evaluations and Reviews.	Key informant interviews Document review	Timeline analysis Protection, AAP, gender and social inclusion analysis
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?					
Internal supporting or hindering factors: how monitoring and reporting has been used to track progress across the SOs and the CSP at different levels	4.2.1 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?	Extent to which monitoring data, assessments and activity evaluations have led to changes in CSP SO delivery; Evidence of a robust monitoring and tracking system in use, which directly uses the stated (outputs and) outcomes as reference points.	KIIs: WFP Cambodia; WFP RBB. Doc review: WFP docs: Country M&E Plan; Dashboards; Internal Situation Reports; Monthly monitoring Reports; WFP Cambodia Evaluations and Reviews.	Key informant interviews Document review	Timeline analysis Protection, AAP, gender and social inclusion analysis
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?					

External and Internal supporting or hindering factors: partnerships and their role in the achievement of the CSP	4.3.1 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?	Evidence of clarity of understanding of CSP's objectives, and the means of achieving them, by key partners; Evidence of a deliberate strategy for selecting partners to complement WFP comparative advantages; Evidence that selection of priority programme activities was guided by analysis of the strengths, expectations and capacities of the partners (including government partners); Evidence of continuous review of strength, functionality and effectiveness of key partnerships during CSP implementation; Evidence WFP considered gender as a criterion to guide partner selection and management of relations.	<p>KIIs: WFP Cambodia; donor; government partners; UN agencies; NGO partners; private sector partners.</p> <p>Doc review: WFP docs: Country M&E Plan; Dashboards; Internal Situation Reports; Monthly monitoring Reports; WFP Cambodia Evaluations and Reviews.</p>	Key informant interviews Document review	Timeline analysis Protection, AAP, gender and social inclusion analysis
4.4 To what extent did the CO have appropriate human resources capacity to deliver on the T-ICSP and current CSP?					
Internal supporting or hindering factors: how the CO structure has supported achievement of the CSP across the three pillars	4.4.1 To what extent did the CO have appropriate human resources capacity to deliver on the CSP and to what extent has the restructure impacted on this to date?	Evidence of measures taken to assess capacities and fill the gaps including staffing review; Evidence of changes in staffing profiles to deliver against SOs and cross-cutting issues.	<p>KIIs: WFP Cambodia; WFP RBB.</p> <p>Doc review: Country M&E Plan; Dashboards; Internal Situation Reports; Monthly monitoring Reports; WFP Cambodia Evaluations and Reviews.</p>	Key informant interviews Document review	Timeline analysis Protection, AAP, gender and social inclusion analysis
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?					
External and internal factors supporting or hindering factors: any other factors that arise during CSPE	4.5.1 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected within the T-ICSP and current CSP?	Extent to which choices made in the CSP were influenced by the performance and results of past interventions; Evidence that WFP analysed – or applied other analyses of – the nutrition and food security situation among vulnerable populations to support decisions over time on the	<p>KIIs: WFP Cambodia; WFP RBB; WFP HQ; donor; government partners; UN agencies; NGO partners; private sector partners.</p> <p>Doc review: CSP and T-ICSP documents; Transition strategy; CP 20020</p>	Key informant interviews Document review	Timeline analysis Protection, AAP, gender and social inclusion analysis

		<p>design of interventions;</p> <p>Evidence of remaining critical evidence gaps in design interventions.</p>	<p>Cambodia documents ; Country Briefs ; Country M&E Plan; Dashboards; Early Warning Lists; Internal Situation Reports; Mission Reports; Monthly Monitoring Reports; Risk Register; Food Price Monitoring Reports; Gender and Age Assessments; Market Assessments Updates; Rapid Needs Assessments; Macro Financial Assessments; WFP Cambodia Evaluations and Reviews; Rectangular Strategy Phase IV; Rectangular Strategy Phase III; National Disability Strategic Plan; National Fast Track Roadmap for Nutrition; National Strategic Development Plan; National Strategy for FSN; Second National Strategy for FSN; National Action Plan for Zero Hunger; National Social Protection Policy Framework; Second National Strategy for FSN; Rural Development Strategy, Action Plan; Nationally Determined Contribution to the UNFCCC; National Strategic Plan on Green Growth; UNDAF CCA; UNDAF 2016-2018; UNDAF 2019-2023; UN Cambodia Flood Response Plan; UN COVID Socioeconomic Response and Recovery Plan; National Human Development Report.</p>		
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Annex 6. Data collection tools

SEMI-STRUCTURED KEY INFORMANT INTERVIEWS

Overall protocol for interviewers

- Key informant interviews should take between 45 minutes and 1 hour.
- Instructions on how to follow up in each question is provided, but interviewers should use judgement as to which questions could be followed up based on answers or if its more useful to move on to the next question.
- Interviewers may take notes in any format but all interview notes need to then be recorded in the evidence database.
- If an interviewer chooses to use a voice recording device, permission from all people present is required.

Key points for general introduction / opening statements

- Introduce yourself as independent evaluation consultant, not WFP staff.
- Note that were used, interpreters will be professional independent interpreters who will translate between the interviewer and the interviewee but who will not interject their own opinions.
- A general introduction to the evaluation should include that this evaluation on the WFP Cambodia CSP / work in Cambodia is a standardised country strategy programme evaluation and WFP is keen to learn from its own staff and partners about the effectiveness and relevance of the programme.
- The information provided in the interviews is confidential and we will ensure that no points in the evaluation report can be traced back to the people providing information.
- The interview will last around 45 minutes to an hour.
- Check to see if the respondent has any questions at this point.

Ending the interview

- Ask if the interviewee has any final comments, or recommendations, or if they have any questions for the interviewer.
- Give the interviewee an overview of the timeline of the report; with data collection finishing early September and then analysis and report writing and then a debrief with the CO and key stakeholders by December 2022.
- Thank them for their time

43. Note that the below table provides a complete overview of questions: not all questions will need to be asked to all stakeholders. The evaluator should use their judgement. If a respondent does not know the answer to a question it is fine to move on to the next question.

44. Under the master sheet of questions there are specific questions for the following stakeholder groups:

- WFP staff ALL;
- Other UN agency staff;
- NGO and partner staff;
- Government counterparts;
- Donors.

45. Evaluators can either ask the question as a list or jump between questions in a more relaxed and semi-structured manner, depending on how comfortable they feel. The ultimate aim of the interview is to draw out as much honest and open opinions and views from the interviewee, in answer to the 8 EQs and 21 sub-EQs as possible. The most effective way to ensure the interviewee feels comfortable to respond openly

and honestly is for the evaluator to be visibly comfortable, which is ensured mostly by the evaluator asking questions in their own manner and style.

Table 6. Master sheet of questions

<i>For ET reference only</i>	Suggested key informant interview questions
Relates to EQ1.1	<p>Can you tell me a little bit about your knowledge of the WFP CSP / WFP programme in Cambodia [<i>note ask WFP staff about CSP and external interviewees about the WFP programme in Cambodia</i>]? Do you think it is based on the realities of the situation in Cambodia, so the actual needs of Cambodian people, and particularly the most vulnerable? How? Why, or why not?</p> <p>What are your thoughts on the T-ICSP and how that was designed? [<i>WFP only</i>]</p> <p>What has been the change over time? Can you see a move from WFP from service delivery to capacity strengthening of the government? How do you see that? What are your thoughts? Is this done well / is it the right move, in your opinion?</p>
Relates to EQ1.2 and EQ2.1	<p>Do you think the WFP CSP / WFP programme is well-aligned with government policies and priorities? If so, how? – Can you give examples? If not, why not?</p> <p>Was WFP involved with inputs or technical advice in the revision of policies? Do you have examples of this?</p> <p>Do you think that post-COVID-19 there has been an increased focus on social protection in Cambodia? How has this happened, can you give examples? And do you think WFP has adapted programming to link in with that? How?</p>
Relates to EQ1.3	<p>How well do you think the WFP CSP / WFP programme aligns with the wider UN UNDAF / UNSDCF framing? Why, or why not? Can you give examples? What do you see as being the WFP comparative advantage within the UN system? Do you think WFP provide leadership within this position? If so, why? – If not, why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's social protection work? Can you give us some examples of how you interact in this area? (prompt, school feeding and ensuring vulnerable people affected by crisis have food).</p> <p>Are you familiar with the school feeding programme? How has that been going? Specifically, how do you think the transition is working? Is it successful? Are there any challenges?</p> <p>How about the work providing food to those affected by crises?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's integrated risk management work? Can you give us some examples of how you interact in this area? (prompt, working to ensure the most vulnerable are more resilient to shocks, and strengthening national and sub-national institutions for shock preparedness and response). How well do you think WFP do this? Can you provide examples?</p> <p>Are you familiar with the WFP common access to supply chain services? [UN only]. If so, can you tell us a bit about it? How well are services provided? Why, or why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's food security and nutrition work, so in particularly, WFP's support to national and sub-national institutions for building capacity to reach 2030 food security and nutrition targets? Can you give us some examples of how you interact in this area? How well do you think WFP do this? Why, or why not?</p>

Relates to EQ2.1	<i>[WFP only]</i> How well do you think the CSP and implementation of the CSP has linked different activities and SOs? Can you give examples? If there have been challenges, what are they? Have challenges changed over time? How?
Relates to EQ2.2 and 2.3 and 3.2	How well do people-centred cross-cutting issues feature in WFP's work? So specifically: Gender, protection, inclusion, and AAP – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area? What about reaching the most vulnerable, and the leave no one behind agenda? Is it clear WFP works towards this? How? What about accountability to affected populations – do you think WFP does a good job of engaging with beneficiaries and listening to them, and actioning feedback? How – can you give examples? If not, why not? <i>[WFP, UN and NGO only]</i> What about PSEA? Is this something WFP takes seriously? How does WFP engage in inter-agency action on PSEA?
Relates to EQ2.2 and 2.3 and 2.4	How well do other cross-cutting issues feature in WFP's work? So specifically: Capacity strengthening, humanitarian principles, and gender- Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?
Relates to EQ2.4	How well has WFP programming increased community and household resilience? What are the challenges around this in Cambodia? Is WFP considered a key player? Can you give examples? How well does WFP lead the HRF? How well does PRISM work?
Relates to EQ3.1	<i>[WFP only]</i> Do you think WFP is on track to achieve the CSP outcomes within the next 1.5 years? If so, why, and how? – examples? If not, why not? How did COVID-19 affect this?
Relates to EQ3.1 and 4.4	What are your thoughts on the structure of the WFP office in Cambodia? Now that this is changing, is that a good thing? Why, or why not? Do you think WFP has enough human resources (quantity and technical expertise)? Why, or why not?
Relates to EQ3.3 and EQ4.1	Do you think WFP has been successful at resource mobilization? And how efficiently do you think WFP has allocated financial resources? If so, why and how? If not, why not? Do you think the CSP framework has helped WFP to more efficiently pool resources? If so, how? If not, why not?
Relates to EQ3.4 and EQ4.2	Do you think WFP programme in Cambodia is cost-effective? Do you think WFP considered alternative more cost-effective measures? If so, what and why? What were the challenges with that? Do you think WFP have good monitoring and reporting systems? What are the challenges? What could be improved? How do these systems complement or link with the government systems

Relates to EQ4.3	Do you think WFP have good and impactful and strategic partnerships? Why, or why not? Which are the most significant ones? Why?
Relates to EQ4.5	Is there anything else of interest with regard to WFP programming in Cambodia? Anything you think is important that I haven't asked you about? Any particular factors that explain WFP success or any hindering factors we should consider within the evaluation?

Source: Evaluation team

Table 7. WFP staff (all) - suggested key informant interview questions

For ET reference only	Suggested key informant interview questions
Relates to EQ1.1	<p>Can you tell me a little bit about your knowledge of the WFP CSP / WFP programme in Cambodia [<i>note ask WFP staff about CSP and external interviewees about the WFP programme in Cambodia</i>]? Do you think it is based on the realities of the situation in Cambodia, so the actual needs of Cambodian people, and particularly the most vulnerable? How? Why, or why not?</p> <p>What are your thoughts on the T-ICSP and how that was designed? [<i>WFP only</i>]</p> <p>What has been the change over time? Can you see a move from WFP from service delivery to capacity strengthening of the government? How do you see that? What are your thoughts? Is this done well / is it the right move, in your opinion?</p>
Relates to EQ1.2 and EQ2.1	<p>Do you think the WFP CSP / WFP programme is well-aligned with government policies and priorities? If so, how? – Can you give examples? If not, why not?</p> <p>Was WFP involved with inputs or technical advice in the revision of policies? Do you have examples of this?</p> <p>Do you think that post-COVID-19 there has been an increased focus on social protection in Cambodia? How has this happened, can you give examples? And do you think WFP has adapted programming to link in with that? How?</p>
Relates to EQ1.3	<p>How well do you think the WFP CSP / WFP programme aligns with the wider UN UNDAF / UNSDCF framing? Why, or why not? Can you give examples? What do you see as being the WFP comparative advantage within the UN system? Do you think WFP provide leadership within this position? If so, why? – If not, why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's social protection work? Can you give us some examples of how you interact in this area? (prompt, school feeding and ensuring vulnerable people affected by crisis have food).</p> <p>Are you familiar with the school feeding programme? How has that been going? Specifically, how do you think the transition is working? Is it successful? Are there any challenges?</p> <p>How about the work providing food to those affected by crises?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's integrated risk management work? Can you give us some examples of how you interact in this area? (prompt, working to ensure the most vulnerable are more resilient to shocks, and strengthening national and sub-national institutions for shock preparedness and response). How well do you think WFP do this? Can you provide examples?</p>

	Are you familiar with the WFP common access to supply chain services? [UN only]. If so, can you tell us a bit about it? How well are services provided? Why, or why not?
Relates to EQ2.1	How familiar are you with WFP's food security and nutrition work, so in particular, WFP's support to national and sub-national institutions for building capacity to reach 2030 food security and nutrition targets? Can you give us some examples of how you interact in this area? How well do you think WFP do this? Why, or why not?
Relates to EQ2.1	<i>[WFP only]</i> How well do you think the CSP and implementation of the CSP has linked different activities and SOs? Can you give examples? If there have been challenges, what are they? Have challenges changed over time? How?
Relates to EQ2.2 and 2.3 and 3.2	How well do people-centred cross-cutting issues feature in WFP's work? So specifically: Gender, protection, inclusion, and AAP – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area? What about reaching the most vulnerable, and the leave no one behind agenda? Is it clear WFP works towards this? How? What about accountability to affected populations – do you think WFP does a good job of engaging with beneficiaries and listening to them, and actioning feedback? How – can you give examples? If not, why not? <i>[WFP, UN and NGO only]</i> What about PSEA? Is this something WFP takes seriously? How does WFP engage in inter-agency action on PSEA?
Relates to EQ2.2 and 2.3 and 2.4	How well do other cross-cutting issues feature in WFP's work? So specifically: Capacity strengthening, humanitarian principles, etc – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?
Relates to EQ2.4	How well has WFP programming increased community and household resilience? What are the challenges around this in Cambodia? Is WFP considered a key player? Can you give examples? How well does WFP lead the HRF? How well does PRISM work?
Relates to EQ3.1	<i>[WFP only]</i> Do you think WFP is on track to achieve the CSP outcomes within the next 1.5 years? If so, why, and how? – examples? If not, why not? How did COVID-19 affect this?
Relates to EQ3.1 and 4.4	What are your thoughts on the structure of the WFP office in Cambodia? Now that this is changing, is that a good thing? Why, or why not? Do you think WFP has enough human resources (quantity and technical expertise)? Why, or why not?
Relates to EQ3.3 and EQ4.1	Do you think WFP has been successful at resource mobilization? And how efficiently do you think WFP has allocated financial resources? If so, why and how? If not, why not?

	Do you think the CSP framework has helped WFP to more efficiently pool resources? If so, how? If not, why not?
Relates to EQ3.4	Do you think WFP programme in Cambodia is cost-effective? Why, or why not? Do you think WFP considered alternative more cost-effective measures? If so, what and why? What were the challenges with that?
Relates to EQ4.2	Do you think WFP have good monitoring and reporting systems? What are the challenges? What could be improved? How do these systems complement or link with the government systems?
Relates to EQ4.3	Do you think WFP have good and impactful and strategic partnerships? Why, or why not? Which are the most significant ones? Why?
Relates to EQ4.5	Is there anything else of interest with regard to WFP programming in Cambodia? Anything you think is important that I haven't asked you about? Any particular factors that explain WFP success or any hindering factors we should consider within the evaluation?

Source: Evaluation team.

Table 8. Other United Nations agency staff - suggested key informant interview questions

<i>For ET reference only</i>	Suggested key informant interview questions
Relates to EQ1.1	Can you tell me a little bit about your knowledge of the WFP programme in Cambodia Do you think it is based on the realities of the situation in Cambodia, so the actual needs of Cambodian people, and particularly the most vulnerable? How? Why, or why not? Can you see a move from WFP from service delivery to capacity strengthening of the government? How do you see that? What are your thoughts? Is this done well / is it the right move, in your opinion?
Relates to EQ1.2 and EQ2.1	Do you think the WFP CSP / WFP programme is well-aligned with government policies and priorities? If so, how? – Can you give examples? If not, why not? Was WFP involved with inputs or technical advice in the revision of policies? Do you have examples of this? Do you think that post-COVID-19 there has been an increased focus on social protection in Cambodia? How has this happened, can you give examples? And do you think WFP has adapted programming to link in with that? How?
Relates to EQ1.3	How well do you think the WFP CSP / WFP programme aligns with the wider UN UNDAF / UNSDCF framing? Why, or why not? Can you give examples? What do you see as being the WFP comparative advantage within the UN system? Do you think WFP provide leadership within this position? If so, why? – If not, why not?
Relates to EQ2.1	How familiar are you with WFP's social protection work? Can you give us some examples of how you interact in this area? (prompt, school feeding and ensuring vulnerable people affected by crisis have food). Are you familiar with the school feeding programme? How has that been going? Specifically, how do you think the transition is working? Is it successful? Are there any challenges? How about the work providing food to those affected by crises?

Relates to EQ2.1	<p>How familiar are you with WFP's integrated risk management work? Can you give us some examples of how you interact in this area? (prompt, working to ensure the most vulnerable are more resilient to shocks, and strengthening national and sub-national institutions for shock preparedness and response). How well do you think WFP do this? Can you provide examples?</p> <p>Are you familiar with the WFP common access to supply chain services? [UN only]. If so, can you tell us a bit about it? How well are services provided? Why, or why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's food security and nutrition work, so in particular, WFP's support to national and sub-national institutions for building capacity to reach 2030 food security and nutrition targets? Can you give us some examples of how you interact in this area? How well do you think WFP do this? Why, or why not?</p>
Relates to EQ2.2 and 2.3 and 3.2	<p>How well do people-centred cross-cutting issues feature in WFP's work? So specifically: Gender, protection, inclusion, and AAP – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area? What about reaching the most vulnerable, and the leave no one behind agenda? Is it clear WFP works towards this? How? What about accountability to affected populations – do you think WFP does a good job of engaging with beneficiaries and listening to them, and actioning feedback? How – can you give examples? If not, why not? [WFP, UN and NGO only] What about PSEA? Is this something WFP takes seriously? How does WFP engage in inter-agency action on PSEA?</p>
Relates to EQ2.2 and 2.3 and 2.4	<p>How well do other cross-cutting issues feature in WFP's work? So specifically: Capacity strengthening, humanitarian principles, etc – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?</p>
Relates to EQ2.4	<p>How well has WFP programming increased community and household resilience? What are the challenges around this in Cambodia? Is WFP considered a key player? Can you give examples? How well does WFP lead the HRF? How well does PRISM work?</p>
Relates to EQ3.1 and 4.4	<p>Do you think WFP has enough human resources (quantity and technical expertise)? Why, or why not?</p>
Relates to EQ3.3 and EQ4.1	<p>Do you think WFP has been successful at resource mobilization? And how efficiently do you think WFP has allocated financial resources? If so, why and how? If not, why not?</p>

Relates to EQ3.4	Do you think WFP programme in Cambodia is cost-effective? Why, or why not? Do you think WFP considered alternative more cost-effective measures? If so, what and why? What were the challenges with that?
Relates to EQ4.2	Do you think WFP have good monitoring and reporting systems? What are the challenges? What could be improved? How do these systems complement or link with the government systems?
Relates to EQ4.3	Do you think WFP have good and impactful and strategic partnerships? Why, or why not? Which are the most significant ones? Why?
Relates to EQ4.5	Is there anything else of interest with regard to WFP programming in Cambodia? Anything you think is important that I haven't asked you about? Any particular factors that explain WFP success or any hindering factors we should consider within the evaluation?

Source: Evaluation team.

Table 9. NGOs and Civic society organisations staff - suggested key informant interview questions

<i>For ET reference only</i>	Suggested key informant interview questions
Relates to EQ1.1	Can you tell me a little bit about your knowledge of the WFP programme in Cambodia Do you think it is based on the realities of the situation in Cambodia, so the actual needs of Cambodian people, and particularly the most vulnerable? How? Why, or why not? Can you see a move from WFP from service delivery to capacity strengthening of the government? How do you see that? What are your thoughts? Is this done well / is it the right move, in your opinion?
Relates to EQ1.2 and EQ2.1	Do you think the WFP programme is well-aligned with government policies and priorities? If so, how? – Can you give examples? If not, why not? Was WFP involved with inputs or technical advice in the revision of policies? Do you have examples of this? Do you think that post-COVID-19 there has been an increased focus on social protection in Cambodia? How has this happened, can you give examples? And do you think WFP has adapted programming to link in with that? How?
Relates to EQ1.3	How well do you think the WFP programme aligns with the wider UN UNDAF / UNSDCF framing? Why, or why not? Can you give examples? What do you see as being the WFP comparative advantage within the UN system? Do you think WFP provide leadership within this position? If so, why? – If not, why not?
Relates to EQ2.1	How familiar are you with WFP's social protection work? Can you give us some examples of how you interact in this area? (prompt, school feeding and ensuring vulnerable people affected by crisis have food). Are you familiar with the school feeding programme? How has that been going? Specifically, how do you think the transition is working? Is it successful? Are there any challenges? How about the work providing food to those affected by crises?
Relates to EQ2.1	How familiar are you with WFP's integrated risk management work? Can you give us some examples of how you interact in this area? (prompt, working to ensure the most vulnerable

	<p>are more resilient to shocks, and strengthening national and sub-national institutions for shock preparedness and response). How well do you think WFP do this? Can you provide examples?</p> <p>Are you familiar with the WFP common access to supply chain services? [UN only]. If so, can you tell us a bit about it? How well are services provided? Why, or why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's food security and nutrition work, so in particular, WFP's support to national and sub-national institutions for building capacity to reach 2030 food security and nutrition targets? Can you give us some examples of how you interact in this area? How well do you think WFP do this? Why, or why not?</p>
Relates to EQ2.2 and 2.3 and 3.2	<p>How well do people-centred cross-cutting issues feature in WFP's work? So specifically: Gender, protection, inclusion, and AAP – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible?</p> <p>Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?</p> <p>What about reaching the most vulnerable, and the leave no one behind agenda? Is it clear WFP works towards this? How?</p> <p>What about accountability to affected populations – do you think WFP does a good job of engaging with beneficiaries and listening to them, and actioning feedback? How – can you give examples? If not, why not?</p> <p>[WFP, UN and NGO only] What about PSEA? Is this something WFP takes seriously? How does WFP engage in inter-agency action on PSEA?</p>
Relates to EQ2.2 and 2.3 and 2.4	<p>How well do other cross-cutting issues feature in WFP's work? So specifically: Capacity strengthening, humanitarian principles, etc – Are these issues all clear and visible? If so how?</p> <p>How well do you think these issues have been captured /measured? Are results clear and visible?</p> <p>Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?</p>
Relates to EQ2.4	<p>How well has WFP programming increased community and household resilience? What are the challenges around this in Cambodia? Is WFP considered a key player? Can you give examples?</p> <p>How well does WFP lead the HRF?</p> <p>How well does PRISM work?</p>
Relates to EQ3.1 and 4.4	<p>Do you think WFP has enough human resources (quantity and technical expertise)? Why, or why not?</p>
Relates to EQ3.3 and EQ4.1	<p>Do you think WFP has been successful at resource mobilization? And how efficiently do you think WFP has allocated financial resources? If so, why and how? If not, why not?</p>
Relates to EQ4.2	<p>Do you think WFP have good monitoring and reporting systems? What are the challenges? What could be improved?</p> <p>How do these systems complement or link with the government systems?</p>

Relates to EQ4.3	Do you think WFP have good and impactful and strategic partnerships? Why, or why not? Which are the most significant ones? Why?
Relates to EQ4.5	Is there anything else of interest with regard to WFP programming in Cambodia? Anything you think is important that I haven't asked you about? Any particular factors that explain WFP success or any hindering factors we should consider within the evaluation?

Source: Evaluation team.

Table 10. Government staff - suggested key informant interview questions

<i>For ET reference only</i>	Suggested key informant interview questions
Relates to EQ1.1	<p>Can you tell me a little bit about your knowledge of the WFP CSP / WFP programme in Cambodia: Do you think it is based on the realities of the situation in Cambodia, so the actual needs of Cambodian people, and particularly the most vulnerable? How? Why, or why not?</p> <p>Can you see a move from WFP from service delivery to capacity strengthening of the government? How do you see that? What are your thoughts? Is this done well / is it the right move, in your opinion?</p>
Relates to EQ1.2 and EQ2.1	<p>Do you think the WFP CSP / WFP programme is well-aligned with government policies and priorities? If so, how? – Can you give examples? If not, why not?</p> <p>Was WFP involved with inputs or technical advice in the revision of policies? Do you have examples of this?</p> <p>Do you think that post-COVID-19 there has been an increased focus on social protection in Cambodia? How has this happened, can you give examples? And do you think WFP has adapted programming to link in with that? How?</p>
Relates to EQ1.3	<p>How well do you think the WFP CSP / WFP programme aligns with the wider UN UNDAF / UNSDCF framing? Why, or why not? Can you give examples? What do you see as being the WFP comparative advantage within the UN system? Do you think WFP provide leadership within this position? If so, why? – If not, why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's social protection work? Can you give us some examples of how you interact in this area? (prompt, school feeding and ensuring vulnerable people affected by crisis have food).</p> <p>Are you familiar with the school feeding programme? How has that been going? Specifically, how do you think the transition is working? Is it successful? Are there any challenges?</p> <p>How about the work providing food to those affected by crises?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's integrated risk management work? Can you give us some examples of how you interact in this area? (prompt, working to ensure the most vulnerable are more resilient to shocks, and strengthening national and sub-national institutions for shock preparedness and response). How well do you think WFP do this? Can you provide examples?</p> <p>Are you familiar with the WFP common access to supply chain services? [UN only]. If so, can you tell us a bit about it? How well are services provided? Why, or why not?</p>

Relates to EQ2.1	How familiar are you with WFP's food security and nutrition work, so in particularly, WFP's support to national and sub-national institutions for building capacity to reach 2030 food security and nutrition targets? Can you give us some examples of how you interact in this area? How well do you think WFP do this? Why, or why not?
Relates to EQ2.2 and 2.3 and 3.2	How well do people-centred cross-cutting issues feature in WFP's work? So specifically: Gender, protection, inclusion, and AAP – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area? What about reaching the most vulnerable, and the leave no one behind agenda? Is it clear WFP works towards this? How? What about accountability to affected populations – do you think WFP does a good job of engaging with beneficiaries and listening to them, and actioning feedback? How – can you give examples? If not, why not? [WFP, UN and NGO only] What about PSEA? Is this something WFP takes seriously? How does WFP engage in inter-agency action on PSEA?
Relates to EQ2.2 and 2.3 and 2.4	How well do other cross-cutting issues feature in WFP's work? So specifically: Capacity strengthening, humanitarian principles, etc – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?
Relates to EQ2.4	How well has WFP programming increased community and household resilience? What are the challenges around this in Cambodia? Is WFP considered a key player? Can you give examples? How well does WFP lead the HRF? How well does PRISM work?
Relates to EQ3.1 and 4.4	Do you think WFP has enough human resources (quantity and technical expertise)? Why, or why not?
Relates to EQ3.3 and EQ4.1	Do you think WFP has been successful at resource mobilization? And how efficiently do you think WFP has allocated financial resources? If so, why and how? If not, why not?
Relates to EQ3.4	Do you think WFP programme in Cambodia is cost-effective? Why, or why not? Do you think WFP considered alternative more cost-effective measures? If so, what and why? What were the challenges with that?
Relates to EQ4.2	Do you think WFP have good monitoring and reporting systems? What are the challenges? What could be improved? How do these systems complement or link with the government systems?
Relates to EQ4.3	Do you think WFP have good and impactful and strategic partnerships? Why, or why not?

	Which are the most significant ones? Why?
Relates to EQ4.5	Is there anything else of interest with regard to WFP programming in Cambodia? Anything you think is important that I haven't asked you about? Any particular factors that explain WFP success or any hindering factors we should consider within the evaluation?

Source: Evaluation team.

Table 11. Donors - suggested key informant interview questions

<i>For ET reference only</i>	Suggested key informant interview questions
Relates to EQ1.1	<p>Can you tell me a little bit about your knowledge of the WFP CSP / WFP programme in Cambodia: Do you think it is based on the realities of the situation in Cambodia, so the actual needs of Cambodian people, and particularly the most vulnerable? How? Why, or why not?</p> <p>Can you see a move from WFP from service delivery to capacity strengthening of the government? How do you see that? What are your thoughts? Is this done well / is it the right move, in your opinion?</p>
Relates to EQ1.2 and EQ2.1	<p>Do you think the WFP CSP / WFP programme is well-aligned with government policies and priorities? If so, how? – Can you give examples? If not, why not?</p> <p>Was WFP involved with inputs or technical advice in the revision of policies? Do you have examples of this?</p> <p>Do you think that post-COVID-19 there has been an increased focus on social protection in Cambodia? How has this happened, can you give examples? And do you think WFP has adapted programming to link in with that? How?</p>
Relates to EQ1.3	<p>How well do you think the WFP CSP / WFP programme aligns with the wider UN UNDAF / UNSDCF framing? Why, or why not? Can you give examples? What do you see as being the WFP comparative advantage within the UN system? Do you think WFP provide leadership within this position? If so, why? – If not, why not?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's social protection work? Can you give us some examples of how you interact in this area? (prompt, school feeding and ensuring vulnerable people affected by crisis have food).</p> <p>Are you familiar with the school feeding programme? How has that been going? Specifically, how do you think the transition is working? Is it successful? Are there any challenges?</p> <p>How about the work providing food to those affected by crises?</p>
Relates to EQ2.1	<p>How familiar are you with WFP's integrated risk management work? Can you give us some examples of how you interact in this area? (prompt, working to ensure the most vulnerable are more resilient to shocks, and strengthening national and sub-national institutions for shock preparedness and response). How well do you think WFP do this? Can you provide examples?</p> <p>Are you familiar with the WFP common access to supply chain services? [UN only]. If so, can you tell us a bit about it? How well are services provided? Why, or why not?</p>

Relates to EQ2.1	How familiar are you with WFP's food security and nutrition work, so in particularly, WFP's support to national and sub-national institutions for building capacity to reach 2030 food security and nutrition targets? Can you give us some examples of how you interact in this area? How well do you think WFP do this? Why, or why not?
Relates to EQ2.2 and 2.3 and 3.2	How well do people-centred cross-cutting issues feature in WFP's work? So specifically: Gender, protection, inclusion, and AAP – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area? What about reaching the most vulnerable, and the leave no one behind agenda? Is it clear WFP works towards this? How? What about accountability to affected populations – do you think WFP does a good job of engaging with beneficiaries and listening to them, and actioning feedback? How – can you give examples? If not, why not? [WFP, UN and NGO only] What about PSEA? Is this something WFP takes seriously? How does WFP engage in inter-agency action on PSEA?
Relates to EQ2.2 and 2.3 and 2.4	How well do other cross-cutting issues feature in WFP's work? So specifically: Capacity strengthening, humanitarian principles, etc – Are these issues all clear and visible? If so how? How well do you think these issues have been captured /measured? Are results clear and visible? Who takes the responsibility to ensure inclusion, deliver and follow-up in each area?
Relates to EQ2.4	How well has WFP programming increased community and household resilience? What are the challenges around this in Cambodia? Is WFP considered a key player? Can you give examples? How well does WFP lead the HRF? How well does PRISM work?
Relates to EQ3.1 and 4.4	Do you think WFP has enough human resources (quantity and technical expertise)? Why, or why not?
Relates to EQ3.3 and EQ4.1	Do you think WFP has been successful at resource mobilization? And how efficiently do you think WFP has allocated financial resources? If so, why and how? If not, why not?
Relates to EQ3.4	Do you think WFP programme in Cambodia is cost-effective? Why, or why not? Do you think WFP considered alternative more cost-effective measures? If so, what and why? What were the challenges with that?
Relates to EQ4.2	Do you think WFP have good monitoring and reporting systems? What are the challenges? What could be improved?
Relates to EQ4.3	Do you think WFP have good and impactful and strategic partnerships? Why, or why not? Which are the most significant ones? Why?

Relates to EQ4.5	Is there anything else of interest with regard to WFP programming in Cambodia? Anything you think is important that I haven't asked you about? Any particular factors that explain WFP success or any hindering factors we should consider within the evaluation?
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Source: Evaluation team.

SEX AND AGE DISAGGREGATED FOCUS GROUP DISCUSSIONS

Overview

46. Normally an FGD would be conducted with the below parameters:

- between 8 and 15 people (COVID-19 permitting, see COVID-19 section below);
- in a safe space;
- with a gender-appropriate young evaluator (where necessary)⁴
- the discussion should last for no longer than 1 hour.

Purpose of FGD methodology within the Cambodia CSPE

47. The general purpose of the FGD methodology within the Cambodia CSPE.

- a) To understand how much WFP and partners are effective, and how much WFP and partners are genuinely being inclusive.
- b) This links specifically to sub-EQs and lines of inquiry under EQ2 and EQ3.

COVID-19 and Do No Harm: Safety First

- a) No staff member, ET member, or community member will be forced into attending a focus group discussion if they do not feel comfortable doing so;
- b) All national and local COVID-19 guidelines and regulations must be followed.
- c) If the above conditions are met, FGDs should have no more than ten people attending and be in a safe, outdoor space, and last no more than one hour. Hand sanitiser and masks should be provided.

Gender, Protection, and Social Inclusion within FGDs

48. FGDs are strictly gender- and age-disaggregated focus group discussions.

49. Based on the differing levels of child protection experience that would be necessary to interact with younger children we agreed the minimum age for participation would be 15⁵ and therefore there will be four separate groups to interview in different locations:

1. Women over the age of 25
2. Older adolescent girls and young women 15–25
3. Men over the age of 25
4. Older adolescent boys and young men 15–25.

FGD Protocol

50. **Introductions:** The team should introduce themselves (all facilitators within the group, including any translators) and a summary of what we would like to talk about, and how the data will be used. This includes:

- This is a WFP evaluation of WFP support in Cambodia;

⁴ The ET will check with Cambodia CO with regard to cultural necessity for having a same-sex evaluator conduct the FGDs.

⁵ As per international child protection protocols, children over the age of 15 are deemed capable of understanding informed consent and therefore can be interviewed in youth groups: with the UN definition of youth being 15-24. See The Alliance for Child Protection in Humanitarian Action. 2019. *Minimum Standards for Child Protection in Humanitarian Action*. Humanitarian Standard Standards Partnership; United Nation. Department of Economic and Social Affairs Youth. *Frequently Asked Questions*.

- The FGD is voluntary and nobody will be forced to answer any question they are uncomfortable with (although we encourage everyone to tell us what they would like to tell);
- Everything is confidential – participants are also urged to keep the responses of others confidential;
- We cannot promise any further services or programming based on responses today (not raising expectations). Participants should be invited to introduce themselves (ages and names).

Question Areas:

INTRODUCTORY / OPENING QUESTION

How are things going at the moment?

- *Suggested prompts – what are the issues affecting your community right now? Are there specific concerns for girls / women? Do boys / men have the same concerns? How have things changed over the last few years?*

SCHOOL FEEDING

Can you tell me a little about the school feeding programme? How has it been working? Links to 2.2.1, 2.2.2

- *Suggested prompts – how long have you been involved in this programme. What does it provide for you? What are the challenges, if any?*
- *For transitioned schools only: how has the programme continued under the Government of Cambodia? Is it still effective?*

How much have community members been involved in the design of the programme? Links to 2.3.1

- *Suggested prompts – can you tell us how you are involved? Or how you are able to give feedback to WFP? What happens when you give feedback? Are women and men equally involved? Are adolescents equally involved? (girls and boys)? Do you think this programme reaches the most vulnerable? Why or why not?*

Do you think that you are able to participate fully in this [project / centre] – not just in terms of accessing services, or activities, but in terms of fully giving your views and inputting to how things are run?

- *Suggested prompts – how do you participate in decision-making? Do you think young people have enough say over how things are run? Do you feel listened to? Do you feel respected? Do you think you are put at the centre of things? Do you think your inputs are considered and translated into action? How could it be better?*

INTEGRATED RISK MANAGEMENT / ANTICIPATORY SHOCK PROGRAMMING

Can you tell me a little about what WFP do with regard to increasing resilience here and helping people cope with disasters? How has it been working? Links to 2.1.4, 2.4.1, 2.4.2, 2.4.3

- *Suggested prompts – how long have you been involved in this programme. What does it provide for you? What are the challenges, if any? What systems are used to help for early warning? Are they effective? What could be done better?*

How much have community members been involved in the design of the programme? Links to 2.3.1

- *Suggested prompts – can you tell us how you are involved? Or how you are able to give feedback to WFP? What happens when you give feedback? Are women and men equally involved? Are adolescents equally involved? (girls and boys)? Do you think this programme reaches the most vulnerable? Why or why not?*

Annex 7. Agenda of the data collection mission

Day	Activity	Subject	Location
22/08/2022	Security and COVID briefing.	Security	Phnom Penh
22/08/2022	Presentation of WFP CO Management	Management	Phnom Penh
22/08/2022	General briefing by WFP Team (programme and evaluation units with all ET members)+WFP CO	General	Phnom Penh
22/08/2022	KIIs with WFP CO Management: y programme staff	Management	Phnom Penh
22/08/2022	KIIs with programme staff-SO2	Integrated risk management pillar	Phnom Penh
22/08/2022	KIIs with RAM and M&E staff	M&E	Phnom Penh
22/08/2022	KIIs with Nutrition and programme staff	Nutrition	Phnom Penh
22/08/2022	KIIs with RAM, programme and SPA staff	VAM	Phnom Penh
22/08/2022	KIIs with Logistics staff	Logistics	Phnom Penh
23/08/2022	KII with Finance staff	Finance	Phnom Penh
23/08/2022	KII with partnerships staff	Partnership, gender	Phnom Penh
23/08/2022	KII with programme staff	Social Protection	Phnom Penh
23/08/2022	KII with HR staff	HR	Phnom Penh
23/08/2022	KII with Plan International	NGO partner	Phnom Penh
23/08/2022	KIIs with USAID, Infectious Disease Team Lead	USAID	Phnom Penh
23/08/2022	KII with policy staff, FAO	FAO (HGSFP)	Phnom Penh
23/08/2022	KII with Climate Change Department of MoE	Environment	Phnom Penh
23/08/2022	KII with Agrihouse	SBN	Phnom Penh
23/08/2022	KII with Nutrition Specialists	UNICEF	Phnom Penh
24/08/2022	KIIs with Secretary of State, and Minister Attached to the PM and NSA Fund, Director General, Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)	MOSAVY	Phnom Penh
24/08/2022	KIIs with WFP Support Unit staff	Support Unit	Phnom Penh
24/08/2022	KIIs with School Feeding Programme Operations and Programme staff	School Feeding Programme Operations	Phnom Penh
24/08/2022	KII with MEF SFP	MEF - SFP implementation	Phnom Penh
24/08/2022	KII with General director of General directorate Social Development, Ministry of Women's Affairs	Gender	Phnom Penh

24/08/2022	KIIs with National Committee for Sub-National Democratic Development Secretariat (NCDDS)	NCDDS/climate change	Phnom Penh
25/08/2022	KII with M&E staff	Theory of Change	Phnom Penh
25/08/2022	KIIs with SFP Task Force	MoEYS/PED/SFP	Phnom Penh
25/08/2022	KII with KOICA and Green Trade	Donor	Phnom Penh
26/08/2022	KIIs with HKI and FIDR	SUN/nutrition	Phnom Penh
26/08/2022	KIIs with National Sub-CMTE for Food Fortification Micronutrient	MOP/ Idpoor, and rice fortification	Phnom Penh
26/08/2022	KII with PIN	HRF	Phnom Penh
26/08/2022	KIIs with UNOPS	UNOPS (uses WFP's warehouse services)	Phnom Penh
26/08/2022	KIIs with NCD and Health through the Life-Course (NHL)	UN agency/WHO/Nutrition	Phnom Penh
26/08/2022	KII with RACHA	Nutrition	Phnom Penh
26/08/2022	KIIs with WEI	SFP Corporate Partners	Phnom Penh
26/08/2022	KIIs with Council for Agricultural and Rural Development (CARD)	CARD/FSN	Phnom Penh
26/08/2022	KIIs with Royal University of Phnom Penh, Faculty of development studies and coordinator of MSc in Climate Change, Presentative of International relation office.	RUPP	Phnom Penh
26/08/2022	KIIs with National Committee for Disaster Management (NCDM)	NCDM	Phnom Penh
07/09/2022	KII with MRU rice	MRU rice, SBN	Phnom Penh
07/09/2022	KII with MAFF	MAFF	Phnom Penh
07/09/2022	KIIs with National Institute of Statistic of Planning, Ministry of Planning (Mops)	MOP/Statistics	Phnom Penh
08/09/2022	KIIs with Agricultural Marketing Office, Ministry of Agriculture, Fishery and Forestry (MAFF)	Marketing/MAFF	Phnom Penh
08/09/2022	KII with DCA (DanChurchAid)	HRF	Phnom Penh
08/09/2022	KII with PCC.	MoEYS, SFP	Phnom Penh
08/09/2022	KII with World Bank	World Bank	Phnom Penh
08/09/2022	KII with Save the Children	HRF	Phnom Penh
08/09/2022	KIIs with CO Management	Integrated Risk Management Pillar	Phnom Penh
08/09/2022	KIIs with LWD	NGO partner/CBT programme	Phnom Penh
09/09/2022	KIIs with International cooperation, Ministry of Economy and Finance (MEF)	MEF - budget distribution	Phnom Penh

09/09/2022		Presentation of emerging findings	Phnom Penh
SIEM REAP			
Day	Activity	Subject	Location
29/08/2022	KIIs with Provincial Governor and AO in siem Reap	General	Siem Reap City
29/08/2022	KIIs with PCDM	Disaster Risk Management	Siem Reap City
29/08/2022	KIIs with Provincial SFP Committee (PoEYS)	School Feeding	Siem Reap City
29/08/2022	KIIs with PoAFF representatives	Agriculture	Siem Reap City
30/08/2022	KIIs with DCDM, and district office supporting SRELFODD	General	Puok district
30/08/2022	FGD with Commune councils (CC), commune committee for disaster management CCDM	Disaster risk management	Lvea commune
30/08/2022	FGD with Project committee, and beneficiaries	General	Chros Village, Lovea commune
30/08/2022	KIIs with Plan staff at sub-national level	School feeding	Online
31/08/2022	"Meal serving at 6:30 Meeting (Grand)parents (FGD1)	HGSF	Thlok Primary school, Banteay Srey district
31/08/2022	FGD with School director, teachers, store keeper, cooks, LSFC , CC, village chief suppliers and Famers	HGSF	Thlok Primary school, Banteay Srey district
31/08/2022	FGD with District, DoEYS, SFP, CC, DAFF representatives	HGSF	Banteay Srey district
01/09/2022	FGD with 1. school teachers, storekeeper, cooks, LSFC , CC, village, District governor, DoEYS, SFP CC, DAFF representatives	SMP	Kror Bei Real primary school, Chikraeng district
KAMPONG THOM			
Day	Activity	Subject	Location
02/09/2022	FGD with Provincial representatives	General	Kampong Thom City
02/09/2022	FGD with PCDM/SRELFODD project committee	PCDM	Kampong Thom City
02/09/2022	FGD with FSN working group	Food, security and nutrition	Kampong Thom City
02/09/2022	FGD with Provincial SFP Committee (PoEYS and SF representatives)	SFP	Kampong Thom City
02/09/2022	FGD with PoAFF representatives	School feeding	Kampong Thom City
03/09/2022	FGD with Grandparents, school, teachers, store keeper, cooks, LSFC , CC, village's representatives	hybrid HGSF	Ang Kloim primary School, Staung district
03/09/2022	FDGs with Famers and	hybrid HGSF	Staung district

	Suppliers, Grandparents representatives		
05/09/2022	FDG with District representatives	General	Staung district
05/09/2022	FDG with District DoEYS, SFP, CC, DAFF (District-A) representatives	SO1 and SO6	Staung district
05/09/2022	FDG with Project committee (involved village and commune representatives of Cash based transfer (CBT), beneficiaries	CBT	Staung district
06/09/2022	FDG with District DCDM, and district office representatives supporting technical to SREFOOD (District-B)	DCDM, SREFOOD (SO2 and SO3)	Prasat Sambo district
06/09/2022	FDG with project committee and beneficiaries	SEC	Prasat Sambo district
06/09/2022	FDG with commune council and CCDM	SREFOOD and disaster/ climate integrated CDP and CIP	Prasat Sambo district
06/09/2022	FDG with project committee and beneficiaries	SREFOOD	Prasat Sambo district
BATTAMBANG			
Day	Activity	Subject	Location
29/08/2022	FGD with Provincial representatives	General	Battambang
29/08/2022	FGD with PCDM and office supporting SREFOOD	PCDM, SREFOOD	Battambang
29/08/2022	FGD with District representatives	General	Mong Russey district
29/08/2022	FGD with District office representatives supporting SREFOOD and technical service (TSC)	SREFOOD, TSC	Mong Russey district
29/08/2022	FGD with DCDM	DCDM	Mong Russey district
30/08/2022	FGD with 1. Beneficiaries, 2. Project committee	SREFOOD	Mong Reussei district, Kor Koh commune
30/08/2022	FGD with Commune council (CC) and CCDM	SREFOOD, Disaster / climate integrated CDP and CIP	Mong Reussei district, Kor Koh commune
30/08/2022	FGD with beneficiaries and project committee	SREFOOD	Mong Reussei district, Chrey commune
30/08/2022	FGD with commune council (CC) and CCDM	SREFOOD, Disaster / climate integrated CDP and CIP	Mong Reussei district, Chrey commune
31/08/2022	FGDs with beneficiaries, project committee: involved village and commune representatives	CBT	Mong Reussei district, Kakoh commune
31/08/2022	KII with Wing representative	CBT	Mong Reussei district, Kakoh commune
PURSAT			
Day	Activity	Subject	Location
01/09/2022	FGD with Provincial, PCDM and office representatives supporting SREFOOD, FSN working group	PCDM, SREFOOD, food security and nutrition	Pursat Town

01/09/2022	FGD with Provincial SFP Committee (PoEYS) and SF representatives	School feeding	Pursat Town
01/09/2022	FGD with PoAFF representatives	PoAFF	Pursat Town
02/09/2022	District representative	CBT	Kandieng district
02/09/2022	FGD with District, DoEYS, SFP, CC, DAFF representatives in district	SOs 1,2, 3 & 6; full HGSF	Kandieng district
02/09/2022	FGD with District and DCDM representatives	Disaster/climate & SRELF00D	Kandieng district
02/09/2022	FGD with Commune councils, CCDM	disaster/climate integrated CDP and CIP/SRELF00D	Kdei Chvet village, Srae Sdok commune, Kandieng district
02/09/2022	FGD with project committee and beneficiaries	SEC	Kdei Chvet village, Srae Sdok commune, Kandieng district
03/09/2022	FGDs with Grandparents, school, teachers, store keeper cook, LSFC, CC, village, suppliers and farmers' representatives	Full HGSF	KOICA Boeung Chhouk school
05/09/2022	FGDs with Grandparents, School, Teachers, store keeper, cooks, LSFC, CC, village, suppliers and farmers' representatives	Hybrid HGSF	Trapaing Makak school
05/09/2022	FGD with District, DoEYS, SFP, CC, DAFF representatives	Hybrid HGSF	Krako
06/09/2022	FGD with Beneficiaries, Project committee (involved village and commune representatives)	CBT	Srae Sdok commune, Kandieng district
06/09/2022	KII with Wing representatives	CBT	Srae Sdok commune, Kandieng district
06/09/2022	KII with District representatives	CBT	Pursat
06/09/2022	FGD with project committee (involved village and commune representatives) and beneficiaries	CBT	Roleab commune, Krong Pursat

Annex 8. Quantitative analysis (T-ICSP and CSP performance)

Table 12. Output targets and values, with achievement rate calculated by the evaluation team (T-ICSP)

Output indicators	Unit	ACR 2018								
		Target value			Actual value			Achievement rate 2018		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Strategic Outcome 01: Children in poor and least resilient areas have reliable access to adequate and appropriate food throughout the year										
Act 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										
Number of fuel or energy-efficient stoves distributed in WFP-assisted schools	stove			23			32			139.1%
Number of latrines rehabilitated or constructed	latrine			74			96			129.7%
Number of pre-schools assisted by WFP	school			821			853			103.9%
Number of primary schools assisted by WFP	school			1,607			1,609			100.1%
Number of WFP-assisted schools that have school gardens for learning or complementary food input	school			800			777			97.1%
Number of WFP-assisted schools that promote health, nutrition and hygiene education	school			609			639			104.9%
Number of WFP-assisted schools with adequate hand washing stations	school			1,200			940			78.3%

Output indicators	Unit	ACR 2018								
		Target value			Actual value			Achievement rate 2018		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Number of WFP-assisted schools with adequate safe water for drinking	school			1,068			1,052			99%
Number of WFP-assisted schools with adequate sanitary facilities	school			890			878			99%
Number of WFP-assisted schools with improved fuel or energy-efficient stoves	school			628			530			84%
Number of IEC materials distributed	non-food item			22,831			22,830			100%
Quantity of agricultural inputs (seeds, fertilizer) distributed	non-food item			5			4.64			93%
Quantity of equipment (computers, furniture) distributed	non-food item			8			8			100%
Quantity of kitchen utensils distributed (plates, spoons, cooking pots etc.)	non-food item			1,425			0			0%
Quantity of stationary distributed	non-food item			721,158			721,058			100%
Strategic Outcome 02: 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										
Act 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										
Output C: Food insecure people across Cambodia benefit from integration of climate change adaptation, food security and nutrition within national commune planning tools and guidelines to improve their livelihoods and food security										
Number of people trained (Skills: Livelihood technologies)	individual			1,271.00			1,815			143%
Output D: Food insecure people in targeted areas benefit from commune and household assets and skills to improve their livelihoods and food security										

Output indicators	Unit	ACR 2018								
		Target value			Actual value			Achievement rate 2018		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Kilometres (km) of drinking water supply line constructed	Km			39.5			39.98			101%
Kilometres (km) of feeder roads built	Km			12			11.75			98%
Kilometres (km) of irrigation canals constructed	Km			13.9			13.8			100%
Number of cereal banks established	Number			47			52			111%
Number of chicken houses constructed	Number			5500			3920			71%
Number of feed storage facilities constructed	Number			31			27			87%
Number of fish ponds constructed	Number			327			324			99%
Number of latrines constructed	Number			1,373			853			62%
Number of school gardens established	Number			2,171			1,544			71%
Number of tree seedlings produced/provided	Number			1,700			1,109			65%
Number of wells or shallow wells built for domestic use	Number			234			184			79%
Volume (m ³) of compost produced/prepared	m3			4,470			3,420			77%

Source: Evaluation team elaboration from ACR 2018.

Table 13. Output targets and values, with achievement rate calculated by the evaluation team (CSP)

Output indicator	Activity tag	Unit	ACR 2019			ACR 2020			ACR 2021		
			Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Strategic Outcome 01: 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 to 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											
Beneficiaries receiving commodity vouchers transfers - Children (pre-primary)	School feeding (alternative take-home rations)	Female Male Total							0 0 0	3,233 2,823 6,056	
Beneficiaries receiving commodity vouchers transfers - Children (pre-primary)	School feeding (on-site)	Female Male Total							8,165 8,458 16,623	6,834 6,425 13,259	84% 76% 80%
Beneficiaries receiving commodity vouchers transfers	School feeding (alternative take-home rations)	Female Male Total							0 0 0	44,826 46,302 91,128	
Beneficiaries receiving commodity vouchers transfers	School feeding (on-site)	Female Male Total							88,270 91,140 179,410	46,069 48,633 94,702	52% 53% 53%
Beneficiaries receiving food transfers - Students (primary schools)	School feeding (take-home rations)	Female Male Total	21,320 20,680 42,000	20,909 20,276 41,185	98% 98% 98%						
Beneficiaries receiving food transfers (primary schools)	School feeding (on-site)	Female Male Total	104,846 108,304 213,150	114,927 118,712 233,639	110% 110% 110%	98,888 102,105 200,993	94,524 97,598 192,122	96% 96% 96%	112,374 116,028 228,402	96,701 101,876 198,577	86% 88% 87%
Beneficiaries receiving food transfers - Children (pre-primary)	School feeding (on-site)	Female Male Total	9,700 10,050 19,750	10,633 11,015 21,648	110% 110% 110%	9,222 9,553 18,775	13,670 14,159 27,829	148% 148% 148%	10,395 10,768 21,163	14,903 14,011 28,914	143% 130% 137%
Beneficiaries receiving food transfers - Activity supporters	School feeding (alternative take-home rations)	Female Male Total				0	1,349 337 1,686		0 0 0	6,765 1,530 8,295	
Beneficiaries receiving food transfers - Activity supporters	School feeding (on-site)	Female Male Total				1,306 327 1,633					
Beneficiaries receiving food transfers Children (pre-primary)	School feeding (alternative take-home rations)	Female Male Total				0	1,389 1,438 2,827		0 0 0	3,234 3,350 6,584	
Beneficiaries receiving food transfers - Students (primary schools)	School feeding (alternative take-home rations)	Female Male Total				0	38,785 40,046 78,831		0 0 0	45,050 46,534 91,584	

Output indicator	Activity tag	Unit	ACR 2019			ACR 2020			ACR 2021		
			Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Beneficiaries receiving cash-based transfers - Children (pre-primary)	School feeding (on-site)	Female	2,370	2,309	97%	2,096	2,528	121%			
		Male	2,455	2,392	97%	2,172	2,619	121%			
		Total	4,825	4,701	97%	4,268	5,147	121%			
Beneficiaries receiving cash-based transfers - Students (primary schools)	School feeding (on-site)	Female	25,615	24,958	97%	22,666	17,892	79%			
		Male	26,460	25,780	97%	23,403	18,474	79%			
		Total	52,075	50,738	97%	46,069	36,366	79%			
Food transfers		mt	5,770	4,999	87%	4,641	4,286	92%	3,019	2,231	74%
Cash-based transfers		USD	1,146,247	774,075	68%	274,023	263,168	96%			
Commodity vouchers transfers		USD							2,147,286	577,421	27%
Number of kitchens or food storage rooms rehabilitated or constructed	School feeding (on-site)	kitchen/food storage room				14	15	107%	93	137	147%
Number of primary schools assisted by WFP	School feeding (take-home rations)	school	443	440	99%						
Number of primary schools assisted by WFP	School feeding (on-site)	school	1,104	1,097	99%	908	908	100%	908	908	100%
Number of schools supported through home-grown school feeding model	School feeding (on-site)	school	265	265	100%	183	183	100%	682	557	82%
Number of fuel or energy-efficient stoves distributed in WFP-assisted schools	School feeding (on-site)	stove	47	47	100%	67	54	81%	144	151	105%
Number of latrines rehabilitated or constructed	School feeding (on-site)	latrine	144	144	100%	445	445	100%	2,075	2,010	97%
Number of WFP-assisted schools that have school gardens for learning or complementary food input	School feeding (on-site)	school	944	944	100%	817	670	82%	800	464	58%
Number of pre-schools assisted by WFP	School feeding (on-site)	school	807	807	100%	708	708	100%	708	773	109%
Number of rations provided	School feeding (on-site)	ration	35,126,600	32,116,551	91%	17,348,301	8,329,450	48%	23,404,400	8,098,806	35%
Quantity of fortified food provided	School feeding (take-home rations)	mt	914	892	98%						
Quantity of fortified food provided	School feeding (on-site)	mt	2,370	2,081	88%	1,069	274	26%	2,028	1,086	54%

Output indicator	Activity tag	Unit	ACR 2019			ACR 2020			ACR 2021		
			Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	5,000	5,292	106%	720	623	87%	4,862	2,288	47%
Number of training sessions/workshop organized	Institutional capacity strengthening activities	training session	153	157	103%	34	22	65%	325	363	112%
Number of farmer individuals supported through local purchases	Smallholder agricultural market support activities	individual	130	133	102%	310	212	68%	295	217	74%
Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers	Smallholder agricultural market support activities	mt	12	12	100%	5	1.82	36%	3.89	1.07	28%
Feeding days as percentage of total school days	School feeding (on-site)	%	88	82	93%	88	30	34%	88	30	34%
Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)	School feeding (on-site)	days	20	19	95%	20	18.5	93%	20	18	90%
Number of children covered by home-grown school feeding (HGFS)	School feeding (on-site)	number	56,826	55,173	97%	50,337	41,513	82%	196,033	107,961	55%
Strategic Outcome 02: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023											
Activity 02: Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation											
Number of government/national partner staff receiving technical assistance and training	Climate adaptation and risk management activities	individual	109	0	0%	109	175	161%	400	183	46%
Number of training sessions/workshop organized	Climate adaptation and risk management activities	training session	5	0	0%	4	4	100%	16	6	38%

Output indicator	Activity tag	Unit	ACR 2019			ACR 2020			ACR 2021		
			Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Number of partners supported	Climate adaptation and risk management activities	partner	2	2	100%	3	3	100%	2	2	100%
Number of infrastructure works implemented, by type	N.A.	unit							9	9	100%
Amount of investments in equipment made, by type	N.A.	USD							1,202,444	1,198,303	100%
Strategic Outcome 03: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025											
Activity 03: Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination											
Number of government/national partner staff receiving technical assistance and training	Emergency preparedness activities	individual	499	0	0%	500	711	142%	520	1,160	224%
Number of training sessions/workshop organized	Emergency preparedness activities	training session	9	0	0%	13	12	92%	20	29	145%
Number of tools or products developed	Emergency preparedness activities	unit	11	0	0%	5	5	100%	1	3	300%
Number of partners supported	Emergency preparedness activities	partner	4	5	125%	4	4	100%	1	1	100%
Number of national coordination mechanisms supported	Emergency preparedness activities	unit	2	2	100%	3	3	100%	1	4	400%
Strategic Outcome 04: 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 by 2030											
Activity 04: Develop and integrate digital information systems and provide technical assistance in their use to government officials and their counterparts											

Output indicator	Activity tag	Unit	ACR 2019			ACR 2020			ACR 2021		
			Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	3,737	2,614	71%	2,000	1,503	75%	50	158	316%
Number of training sessions/workshop organized	Institutional capacity strengthening activities	training session	7	5	71%	5	10	200%	16	7	44%
Activity 05: Provide technical, coordination and organizational assistance to the Government and other food security, nutrition and social protection actors at the national and subnational levels											
Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	95	96	101%	55	157	285%	97	220	226%
Number of training sessions/workshop organized	Institutional capacity strengthening activities	training session	2	1	50%	3	5	167%	4	13	325%
Number of technical assistance activities provided	Institutional capacity strengthening activities	unit	3	3	100%	4	4	100%	4	3	75%
Number of tools or products developed	Institutional capacity strengthening activities	unit	6	5	83%	3	5	167%	19	16	84%
Number of national coordination mechanisms supported	Institutional capacity strengthening activities	unit	5	5	100%	5	7	140%	3	3	100%
Strategic Outcome 05: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year											
Activity 06: Provide on-demand supply chain services to other United Nations agencies and humanitarian actors											
Number of agencies and organizations using storage facilities	Service delivery general	agency/organization	1	1	100%	1	4	400%	5	5	100%

Output indicator	Activity tag	Unit	ACR 2019			ACR 2020			ACR 2021		
			Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Volume of cargo handled through storage services	Service delivery general	m ³	28,072	26,961	96%	1,304	3,624	278%	2,000	13,469	673%
Percentage of cargo capacity offered against total capacity requested	Service delivery general	%	100	100	100%	100	100	100%	100	100	100%
Output Indicator	Sub-activitiy	Unit of Measure	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate	Planned	Actual	Achievement rate
Strategic Outcome 06: Vulnerable people affected by crisis in Cambodia have access to nutrition-sensitive food assistance during and after the crisis											
Activity 07: Provide nutrition-sensitive food-/cash-based assistance to crisis-affected populations to save lives and recover livelihoods											
A.1: Beneficiaries receiving cash-based transfers	General distribution	Female Male Total				26,213 25,387 51,600			95,517 92,508 188,025	92,555 83,263 175,818	97% 90% 94%
A.1: Beneficiaries receiving food transfers	General distribution	Female Male Total				6,502 6,298 12,800	6,477 6,273 12,750	100% 100% 100%			
A.2: Food transfers		MT				133	133	100%			
A.3: Cash-based transfers		USD				309,600	0	0%	4,512,600	4,141,110	92%

Source: Evaluation team elaboration from ACRs (2019, 2020 and 2021).

Table 14. Outcome baselines, targets and values, with target achievement calculated by the evaluation team (T-ICSP)

Outcome indicator	Activities	Modalities	Beneficiary group	Baseline	End-CSP target	ACR 2018	
						Target	Follow-up value
Strategic Outcome 01: Children in poor and least resilient areas have reliable access to adequate and appropriate food throughout the year							
Retention rate	Cash, food	SMP: 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	male	85.00	>85.00	>85.00	93.78
			female	85.00	>85.00	>85.00	96.21
			overall	85.00	>85.00	>85.00	94.96
Strategic Outcome 02: 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							
Consumption-based Coping Strategy Index(CSI) (percentage of households with reduced CSI)	Food	ACL: 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	male	81.30	=100.00	=100.00	88.90
			female	80.00	=100.00	=100.00	87.50
			overall	81.00	=100.00	=100.00	88.50
Food consumption score / percentage of households with acceptable food consumption score	Food	ACL: 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	male	92.20	=80.00	=80.00	97.10
			female	89.30	=80.00	=80.00	95.00
			overall	91.40	=80.00	=80.00	96.50
Food consumption score / percentage of households with borderline food consumption score	Food	ACL: 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	male	6.50	=1.30	=1.30	2.40
			female	10.70	=2.14	=2.14	5
			overall	7.60	=1.52	=1.52	3.10

Outcome indicator	Activities	Modalities	Beneficiary group	Baseline	End-CSP target	ACR 2018	
						Target	Follow-up value
Food consumption score / percentage of households with poor food consumption score	Food	ACL: 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	male	1.40	=0.28	=0.28	0.50
			female	0	=0	=0	0
			overall	1	=0.20	= 0.20	0.40

Source: Evaluation team elaboration from ACR 2018.

Table 15. Outcome baselines, targets and values, with target achievement calculated by the evaluation team (CSP)

Outcome indicator	Beneficiary group	Activity tag	Baseline	End-CSP target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 Follow-up Value
SO 01: 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 to 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											
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Overall		0	≥5		=3	3	=3	3	=4	3
Drop-out rate	Female	School feeding (on-site)	3.79	≤2.50		≤4	3.81	≤4	0.15	≤3.5	1.25
	Male		6.22	≤2.50		≤5	4.72	≤4	0	≤3.5	2.16
	Overall		5.04	≤2.50		≤5	4.27	≤4	0.08	≤3.5	1.65
Retention rate	Female	School feeding (on-site)	96.21	≥97.50		≥96	96.19	≥96	99.85	≥96.5	98.75
	Male		93.78	≥97.50		≥95	95.28	≥96	100	≥96.5	97.84
	Overall		94.96	≥97.50		≥95	95.73	≥96	99.92	≥96.5	98.35
Percentage of households with Acceptable Food Consumption Score	Female	School feeding (on-site)	94.80	≥98		=94.80	94.80	≥96	94.7	≥97	94.1
	Male		96.30	≥98		=96.30	96.30	≥96	96.3	≥97	95.6
	Overall		95.90	≥9		=95.90	95.90	≥96	95.9	≥97	95.2
Percentage of households with Borderline Food Consumption Score	Female	School feeding (on-site)	5.20	≤2		=5.20	5.20	≤4	5.3	≤3	3.9
	Male		3.30	≤2		=3.30	3.30	≤4	3.7	≤3	4.1
	Overall		3.80	≤2		=3.80	3.80	≤4	4.1	≤3	4
Percentage of households with Poor Food Consumption Score	Female	School feeding (on-site)	0	=0		=0	0	≤0	0	≤0	2
	Male		0.40	=0		=0.40	0.40	≤0	0	≤0	0.3
	Overall		0.30	=0		=0.30	0.30	≤0	0	≤0	0.8
Food Expenditure Share	Female	School feeding (on-site)	55.74	≤5.10		=55.74	55.74	≤54	52.3	≤53	71.1
	Male		54.75	≤5.10		=54.75	54.75	≤54	48.8	≤53	69.9
	Overall		55.02	≤51		=55.02	55.02	≤54	49.6	≤53	70.2
Percentage of households that consumed Hem iron-rich food daily (in the last 7 days)	Female	School feeding (on-site)	68.10	≥75		=68.10	68.10	≥70	65.3	≥72	59.8
	Male		78.30	≥83		=78.30	78.30	≥79	67.5	≥80	58.6
	Overall		75.50	≥83		=75.50	75.50	≥78	67	≥80	58.9
Percentage of households that consumed protein rich food daily (in the last 7 days)	Female	School feeding (on-site)	90	≥95		=90	90	≥92	88.4	≥93	83.3
	Male		90.60	≥95		=90.60	90.60	≥92	86.7	≥93	86.1
	Overall		90.50	≥95		=90.50	90.50	≥92	87.1	≥93	85.4
Percentage of households that consumed vit A rich food daily (in the last 7 days)	Female	School feeding (on-site)	66.50	≥74		=66.50	66.50	≥69	67.4	≥71	60.8
	Male		67.10	≥74		=67.10	67.10	≥69	58.2	≥71	65.1
	Overall		67	≥74		=67	67	≥69	60.3	≥71	64
Percentage of households that never consumed Hem iron rich food (in the last 7 days)	Female	School feeding (on-site)	1.20	=0		=1.20	1.20	≤0.5	0	≤0	1
	Male		0.70	=0		=0.70	0.70	≤0.5	0	≤0	0.7
	Overall		0.90	=0		=0.90	0.90	≤0.5	0	≤0	0.8
Percentage of households that never consumed protein rich food (in the last 7 days)	Female	School feeding (on-site)	0	=0		=0	0	≤0	0	≤0	0
	Male		0.10	=0		=0.10	0.10	≤0	0	≤0	0.3
	Overall		0.10	=0		=0.10	0.10	≤0	0	≤0	0.3

Outcome indicator	Beneficiary group	Activity tag	Baseline	End-CSP target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 Follow-up Value
Percentage of households that never consumed vit A rich food (in the last 7 days)	Female	School feeding (on-site)	1.60	≤1		=1.60	1.60	≤1.5	0	≤1.3	1
	Male		2.10	≤1		=2.10	2.10	≤1.5	0	≤1.3	0
	Overall		2	≤1		=2	2	≤1.5	0	≤1.3	0.3
Percentage of households that sometimes consumed Hem iron rich food (in the last 7 days)	Female	School feeding (on-site)	30.70	≤25		=30.70	30.70	≤29.5	34.7	≤28	39.2
	Male		21	≤17		=21	21	≤20.5	32.5	≤20	40.7
	Overall		23.60	≤17		=23.60	23.60	≤21.5	33	≤20	40.3
Percentage of households that sometimes consumed protein rich food (in the last 7 days)	Female	School feeding (on-site)	10	≤5		=10	10	≤8	11.6	≤7	16.7
	Male		9.30	≤5		=9.30	9.30	≤8	13.3	≤7	13.6
	Overall		9.40	≤5		=9.40	9.40	≤8	12.9	≤7	14.4
Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	Female	School feeding (on-site)	31.90	≤25		=31.90	31.90	≤29.5	32.6	≤27.7	38.2
	Male		30.80	≤25		=30.80	30.80	≤29.5	41.8	≤27.7	34.9
	Overall		31	≤25		=31	31	≤29.5	39.7	≤27.7	35.8
Dietary diversity score	Female	School feeding (on-site)	4.50	≥5.50		=4.50	4.50	≥4.7	3.8	≥5	4.4
	Male		4.46	≥5.50		=4.46	4.46	≥4.7	3.8	≥5	4.3
	Overall		4.48	≥5.50		=4.48	4.48	≥4.7	3.8	≥5	4.3
Strategic Outcome 02: Poor and vulnerable communities in Cambodia are more resilient to shocks and stresses in the food system by 2023											
Activity 02: Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation											
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Overall	Institutional capacity strengthening activities	0	≥2		=0	0	≥1	1	=2	1
Strategic Outcome 03: National and subnational institutions have strengthened capacities to mitigate risks and lead coordinated shock preparedness and response efforts by 2025											
Activity 03: Provide technical support and backstopping to national stakeholders engaged in shock preparedness and response mechanisms and risk informed coordination											
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Overall		0	≥3		=0	0	= 3	3	=3	=3
Strategic Outcome 04: 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 by 2030											
Activity 05: Provide technical, coordination and organizational assistance to the Government and other food security, nutrition and social protection actors at the national and subnational levels											
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Overall	Institutional capacity strengthening activities	0	≥1		=0	0	=1	1	=2	3

Outcome indicator	Beneficiary group	Activity tag	Baseline	End-CSP target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 Follow-up Value
Strategic Outcome 05: Development and humanitarian partners in Cambodia have access to common supply chain services throughout the year											
Activity 06: Provide on-demand supply chain services to other United Nations agencies and humanitarian actors											
User satisfaction rate	Overall		100	=100		=100	100	=100	100	=100	100
SO 6: Vulnerable people affected by crisis in Cambodia have access to nutrition-sensitive food assistance during and after the crisis											
Activity 7: Provide nutrition-sensitive food-/cash-based assistance to crisis-affected populations to save lives and recover livelihoods											
Consumption-based Coping Strategy Index (Average)	Female Male Overall	General distribution	22.2 20.6 21.4	≤10 ≤10 ≤10				≤18 ≤18 ≤18	7.2 9 8.1		
Food Consumption Score – Nutrition: Percentage of households that consumed Hem iron rich food daily (in the last 7 days)	Female Male Overall	General distribution		≥81 ≥85 ≥85				≥71.1 ≥78.9 ≥75	71.1 78.9 75		
Food Consumption Score – Nutrition: Percentage of households that consumed vit A rich food daily (in the last 7 days)	Female Male Overall	General distribution		≥62 ≥62 ≥62				≥49.8 ≥53.8 ≥51.7	49.8 53.8 51.7		
Food Consumption Score – Nutrition: Percentage of households that consumed protein rich food daily (in the last 7 days)	Female Male Overall	General distribution		≥95 ≥95 ≥95				≥83.1 ≥91.5 ≥87.3	83.1 91.5 87.3		
Food Consumption Score – Nutrition: Percentage of households that never consumed Hem iron rich food (in the last 7 days)	Female Male Overall	General distribution		≤0 ≤0 ≤0				≤0.5 ≤0.5 ≤0.5	0.5 0.5 0.5		
Food Consumption Score – Nutrition: Percentage of households that never consumed protein rich food (in the last 7 days)	Female Male Overall	General distribution		≤0 ≤0 ≤0				≤0 ≤0 ≤0	0 0 0		
Food Consumption Score – Nutrition: Percentage of households that never consumed vit A rich food (in the last 7 days)	Female Male Overall	General distribution		≤1 ≤1 ≤1				≤8 ≤1.5 ≤4.8	8 1.5 4.8		
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Hem iron rich food (in the last 7 days)	Female Male Overall	General distribution		≤19 ≤15 ≤15				≤28.4 ≤20.6 ≤24.5	28.4 20.6 24.5		
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed protein rich food (in the last 7 days)	Female Male Overall	General distribution		≤5 ≤5 ≤5				≤16.9 ≤8.5 ≤12.8	16.9 8.5 12.8		

Outcome indicator	Beneficiary group	Activity tag	Baseline	End-CSP target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 Follow-up Value
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	Female	General distribution		≤37				≤42.3	42.3		
	Male		≤37				≤44.7	44.7			
	Overall		≤37				≤43.5	43.5			
Food Consumption Score: Percentage of households with Acceptable Food Consumption Score	Female	General distribution		≥97				≥91.5	91.5		
	Male		≥97				≥95.5	95.5			
	Overall		≥97				≥93.5	93.5			
Food Consumption Score: Percentage of households with Borderline Food Consumption Score	Female	General distribution		≤3				≤8	8		
	Male		≤3				≤4	4			
	Overall		≤3				≤6	6			
Food Consumption Score: Percentage of households with Poor Food Consumption Score	Female	General distribution		≤0				≤0.5	0.5		
	Male		≤0				≤0.5	0.5			
	Overall		≤0				≤0.5	0.5			
Consumption-based Coping Strategy Index (Average)	Female	General distribution	17.69	≤15						≤15	16.7
	Male		16.26	≤15						≤15	12.66
	Overall		16.65	≤15						≤15	16.4
Dietary Diversity Score	Female	General distribution	5.04	≥5.39						≥5.39	4.93
	Male		4.97	≥5.32						≥5.32	5.47
	Overall		4.99	≥5.34						≥5.34	5.1
Economic capacity to meet essential needs (new)	Female	General distribution	3.57	≥4.1						≥4.1	11.4
	Male		3.13	≥3.8						≥3.8	31.1
	Overall		3.25	≥3.9						≥3.9	11.8
Food Consumption Score – Nutrition: Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	Female	General distribution	73.2	≥80						≥80	86.4
	Male		77	≥80						≥80	90.4
	Overall		75.9	≥80						≥80	89.8
Food Consumption Score – Nutrition: Percentage of households that consumed Vit A rich food daily (in the last 7 days)	Female	General distribution	63.4	≥70						≥70	81.8
	Male		71.4	≥75						≥75	81.7
	Overall		69.2	≥75						≥75	76.4
Food Consumption Score – Nutrition: Percentage of households that consumed Protein rich food daily (in the last 7 days)	Female	General distribution	90.2	≥95						≥95	90.9
	Male		94.4	≥95						≥95	99.1
	Overall		93.2	≥95						≥95	96.9
Food Consumption Score – Nutrition: Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	Female	General distribution	0	≤0						≤0	0
	Male		0.3	≤0						≤0	0
	Overall		0.3	≤0						≤0	0
Food Consumption Score – Nutrition: Percentage of households that never consumed Protein rich food (in the last 7 days)	Female	General distribution	0	≤0						≤0	0
	Male		0	≤0						≤0	0
	Overall		0	≤0						≤0	0
Food Consumption Score – Nutrition: Percentage of households that never consumed Vit A rich food (in the last 7 days)	Female	General distribution	0	≤0						≤0	0
	Male		0.7	≤0						≤0	0.5
	Overall		0.5	≤0						≤0	0.8
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	Female	General distribution	26.8	≤20						≤20	13.6
	Male		22.7	≤20						≤20	9.6
	Overall		23.8	≤20						≤20	10.2

Outcome indicator	Beneficiary group	Activity tag	Baseline	End-CSP target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 Follow-up Value
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Protein rich food (in the last 7 days)	Female	General distribution	9.8	≤5						≤5	9.1
	Male		5.6	≤5						≤5	0.9
	Overall		6.8	≤5						≤5	3.1
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)	Female	General distribution	36.6	≤30						≤30	18.2
	Male		27.9	≤25						≤25	17.8
	Overall		30.3	≤25						≤25	22.8
Food Consumption Score: Percentage of households with Acceptable Food Consumption Score	Female	General distribution	97.3	≥97						≥97	95.5
	Male		96.2	≥97						≥97	100
	Overall		96.5	≥97						≥97	98.4
Food Consumption Score: Percentage of households with Borderline Food Consumption Score	Female	General distribution	2.7	≤3						≤3	4.5
	Male		3.8	≤3						≤3	0
	Overall		3.5	≤3						≤3	1.6
Food Consumption Score: Percentage of households with Poor Food Consumption Score	Female	General distribution	0	≤0						≤0	0
	Male		0	≤0						≤0	0
	Overall		0	≤0						≤0	0
Consumption-based Coping Strategy Index (Average)	Female	General distribution	14.19	≤13						≤13	
	Male		16.57	≤15						≤15	
	Overall		15.75	≤14						≤14	
Dietary Diversity Score	Female	General distribution	5.14	≥5.5						≥5.5	
	Male		5.11	≥5.47						≥5.47	
	Overall		5.12	≥5.48						≥5.48	
Economic capacity to meet essential needs (new)	Female	General distribution	14.9	≥17						≥17	
	Male		9.5	≥11.6						≥11.6	
	Overall		11.4	≥13.6						≥13.6	
Food Consumption Score – Nutrition: Percentage of households that consumed Hem iron rich food daily (in the last 7 days)	Female	General distribution	87.68	≥90						≥90	
	Male		85.11	≥90						≥90	
	Overall		86	≥90						≥90	
Food Consumption Score – Nutrition: Percentage of households that consumed vit A rich food daily (in the last 7 days)	Female	General distribution	71.38	≥78						≥78	
	Male		79.01	≥82						≥82	
	Overall		76.38	≥82						≥82	
Food Consumption Score – Nutrition: Percentage of households that consumed protein rich food daily (in the last 7 days)	Female	General distribution	96.74	≥98						≥98	
	Male		96.56	≥98						≥98	
	Overall		96.62	≥98						≥98	
Food Consumption Score – Nutrition: Percentage of households that never consumed Hem iron rich food (in the last 7 days)	Female	General distribution	0.36	≤0						≤0	
	Male		0.38	≤0						≤0	
	Overall		0.38	≤0						≤0	
Food Consumption Score – Nutrition: Percentage of households that never consumed protein rich food (in the last 7 days)	Female	General distribution	0.36	≤0						≤0	
	Male		0	≤0						≤0	
	Overall		0.13	≤0						≤0	
Food Consumption Score – Nutrition: Percentage of households that never consumed vit A rich food (in the last 7 days)	Female	General distribution	0.36	≤0						≤0	
	Male		0.57	≤0						≤0	
	Overall		0.5	≤0						≤0	

Outcome indicator	Beneficiary group	Activity tag	Baseline	End-CSP target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 Follow-up Value
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Hem iron rich food (in the last 7 days)	Female Male Overall	General distribution	11.96 14.51 13.63	≤10 ≤10 ≤10						≤10 ≤10 ≤10	
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed protein rich food (in the last 7 days)	Female Male Overall	General distribution	2.9 3.44 3.25	≤2 ≤2 ≤2						≤2 ≤2 ≤2	
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	Female Male Overall	General distribution	28.26 20.42 23.13	≤22 ≤18 ≤18						≤22 ≤18 ≤18	
Food Consumption Score: Percentage of households with Acceptable Food Consumption Score	Female Male Overall	General distribution	99.3 99.1 99.1	≥99.6 ≥99.8 ≥99.6						≥99.6 ≥99.8 ≥99.6	
Food Consumption Score: Percentage of households with Borderline Food Consumption Score	Female Male Overall	General distribution	0.7 1 0.9	≤0.4 ≤0.2 ≤0.4						≤0.4 ≤0.2 ≤0.4	
Food Consumption Score: Percentage of households with Poor Food Consumption Score	Female Male Overall	General distribution	0 0 0	≤0 ≤0 ≤0						≤0 ≤0 ≤0	

Source: ACR 2019, 2020, 2021.

Table 16. Cross-cutting indicators (T-CSP)

Outcome indicator	Target/location	Activities	Modalities	Beneficiary group	Baseline	End-CSP Target	ACR 2018	
							Target	Follow-up value
Progress towards gender equality								
Improved gender equality and women's empowerment among WFP-assisted population								
Proportion of food assistance decision making entity – committees, boards, teams, etc. – members who are women	Education programme coverage area	Cash, food	SMP: 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	Male	-	-	-	-
				Female	-	-	-	-
				Overall	21.07	>15.00	>15.00	22.40
	PALS programme coverage area	Food	ACL: 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	Male				
				Female				
				Overall	7	>10.00	>10.00	28.70
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men	Education Programme coverage area	Cash, food	SMP: 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	Male				
				Female				
				Overall	26.50	=10.00	=10.00	20.00
	PALS Programme coverage area	Food	ACL: 2 Provide technical and material support and food assistance to selected communes to build climate-sensitive assets	Male				
				Female				

Outcome indicator	Target/location	Activities	Modalities	Beneficiary group	Baseline	End-CSP Target	ACR 2018	
							Target	Follow-up value
			and integrate climate change and disaster risk reduction into local government development planning	Overall	3	=5	=5	15.60
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men	Education programme coverage area	Cash, food	SMP: 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	Male				
				Female				
				Overall	5.50	=5	=5	10.00
	PALS programme coverage area	Food	ACL: 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	Male				
				Female				
				Overall	20.50	=5	=5	9.40
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by women	Education programme coverage area	Cash, food	SMP: 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	Male				
				Female				
				Overall	68.00	=85.00	=85.00	70.00
	PALS programme coverage area	Food	ACL: 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	Male				
				Female				
				Overall	76.50	=90.00	=90.00	75.00

Protection

Outcome indicator	Target/location	Activities	Modalities	Beneficiary group	Baseline	End-CSP Target	ACR 2018	
							Target	Follow-up value
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity								
Proportion of targeted people accessing assistance without protection challenges	Education programme coverage area	Cash, food	SMP: 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	Male	99.79	=100.00	=100.00	100.00
				Female	99.90	=100.00	=100.00	100.00
				Overall	99.94	=100.00	=100.00	100.00
	PALS programme coverage area	Food	ACL: 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	Male	100.00	=100.00	=100.00	100.00
				Female	100.00	=100.00	=100.00	100.00
				Overall	100.00	=100.00	=100.00	100.00
Accountability to affected populations								
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences								
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Education programme coverage area	Cash, food	SMP: 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	Male	87.50	=90.00	=90.00	90.70
				Female	90.90	=90.00	=90.00	89.00
				Overall	89.20	=90.00	=90.00	89.70
	PALS programme coverage area	Food	ACL: 2 Provide technical and material support and food assistance to selected communes to build climate-sensitive assets	Male	91.00	=90.00	=90.00	96.50
				Female	93.00	=90.00	=90.00	98.20
				Overall				

Outcome indicator	Target/location	Activities	Modalities	Beneficiary group	Baseline	End-CSP Target	ACR 2018	
							Target	Follow-up value
			and integrate climate change and disaster risk reduction into local government development planning	Overall	92.00	=90.00	=90.00	97.80

Source: Evaluation team elaboration from ACR 2018.

Table 17. Cross-cutting indicators (CSP)

Outcome indicator	Beneficiary Group	Activity Tag	Baseline	End-CSP Target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 follow-up value
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity											
Activity 1: Provide implementation support and technical assistance, including support to 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											
Proportion of targeted people receiving assistance without safety challenges (new)	Female	School feeding (take-home rations)	100	=100		= 100	100	= 100	100	=100	99.96
	Male		100	=100		=100	100	=100	100	=100	100
	Overall		100	=100		=100	100	=100	100	=100	99.97
Activity 07: Provide nutrition-sensitive food-/cash-based assistance to crisis-affected populations to save lives and recover livelihoods											
Proportion of targeted people having unhindered access to WFP programmes (new)	Female	General distribution	100	=100				=100	100	=100	100
	Male		100	=100				=100	100	=100	100
	Overall		100	=100				=100	100	=100	100
Proportion of targeted people receiving assistance without safety challenges (new)	Female	General distribution	100	=100				=100	100	=100	100
	Male		100	=100				=100	100	=100	100
	Overall		100	=100				=100	100	=100	100
Proportion of targeted people who report that WFP programmes are dignified (new)	Female	General distribution	90	≥90				≥90	100	≥90	100
	Male		90	≥90				≥90	100	≥90	100
	Overall		90	≥90				≥90	100	≥90	100
Improved gender equality and women's empowerment among WFP-assisted population											
Activity 1: Provide implementation support and technical assistance, including support to 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											
Proportion of food assistance decision making entity – committees, boards, teams, etc. – members who are women	Overall	School feeding (on-site)	22.40	>30		>25	26.28	>27	31.88	>28	33
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions made by women	Overall	School feeding (take-home rations)	72.14	≤70		=70	68.99	≤70	66.90	≤70	71.01
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions made by men	Overall	School feeding (take-home rations)	11.44	≤10		=10	11.11	≤10	4.21	≤10	2.89
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions jointly made by women and men	Overall	School feeding (take-home rations)	16.42	≥20		=20	20.90	≥20	28.89	≥20	26.1

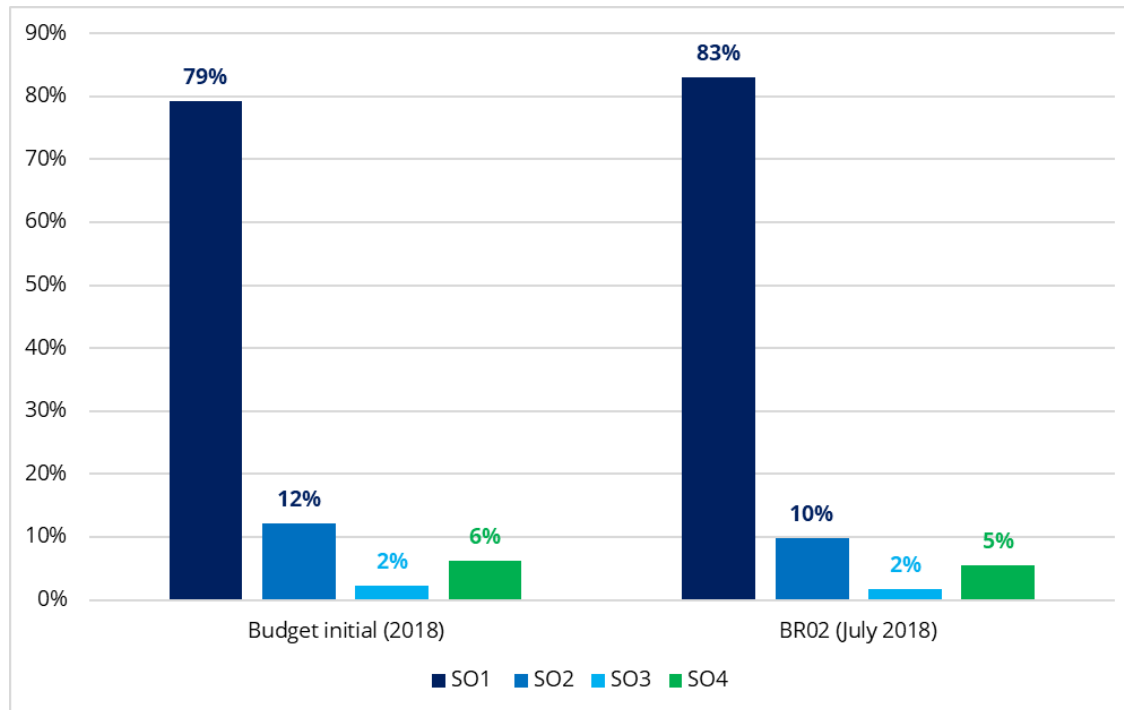
Outcome indicator	Beneficiary Group	Activity Tag	Baseline	End-CSP Target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 follow-up value
Activity 07: Provide nutrition-sensitive food-/cash-based assistance to crisis-affected populations to save lives and recover livelihoods											
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions jointly made by women and men	Overall		8.75	≥15						≥15	13.2
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions made by men	Overall		5.75	≤5						≤5	0.9
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions made by women	Overall		85.5	≤80						≤80	85.9
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences											
Activity 1: Provide implementation support and technical assistance, including support to 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											
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Female Male Overall	School feeding (take-home rations)	85.40 84.80 85.10	=90 =90 =90		=90 =90 =90	86.24 85.06 85.75	=90 =90 =90	98.41 95.75 97.87	=95 =95 =95	97.5 96.5 97.3
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Overall	General distribution	100	=100		=100	100	=100	100	=100	100
Activity 07: Provide nutrition-sensitive food-/cash-based assistance to crisis-affected populations to save lives and recover livelihoods											
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Female Male Overall	General distribution	86.24 85.06 85.75	≥90 ≥90 ≥90				≥90 ≥90 ≥90	100 100 100	≥90 ≥90 ≥90	87.7 81.5 86.2
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Overall		100 =	100						=100	100
Activity 1: Provide implementation support and technical assistance, including support to 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											
Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk	Overall	Climate adaptation and risk management activities	0	=100						≥50	0
Activity 02: Provide implementation support and technical assistance to national and subnational public and private sector actors engaged in food production and transformation											

Outcome indicator	Beneficiary Group	Activity Tag	Baseline	End-CSP Target	2018 follow-up	ACR 2019		ACR 2020		ACR 2021	
						2019 Target	2019 Follow-up value	2020 target	2020 Follow-up value	2021 target	2021 follow-up value
Proportion of FLAs/MoUs/CCs for CSP activities screened for environmental and social risk	Overall	Climate adaptation and risk management activities	0	=100						≥50	50
Activity 07: Provide nutrition-sensitive food-/cash-based assistance to crisis-affected populations to save lives and recover livelihoods											
Proportion of FLAs/MoUs/CCs for CSP activities screened for environmental and social risk	Overall	Climate adaptation and risk management activities	0	=100						≥50	0

Source: ACR 2019, 2020, 2021.

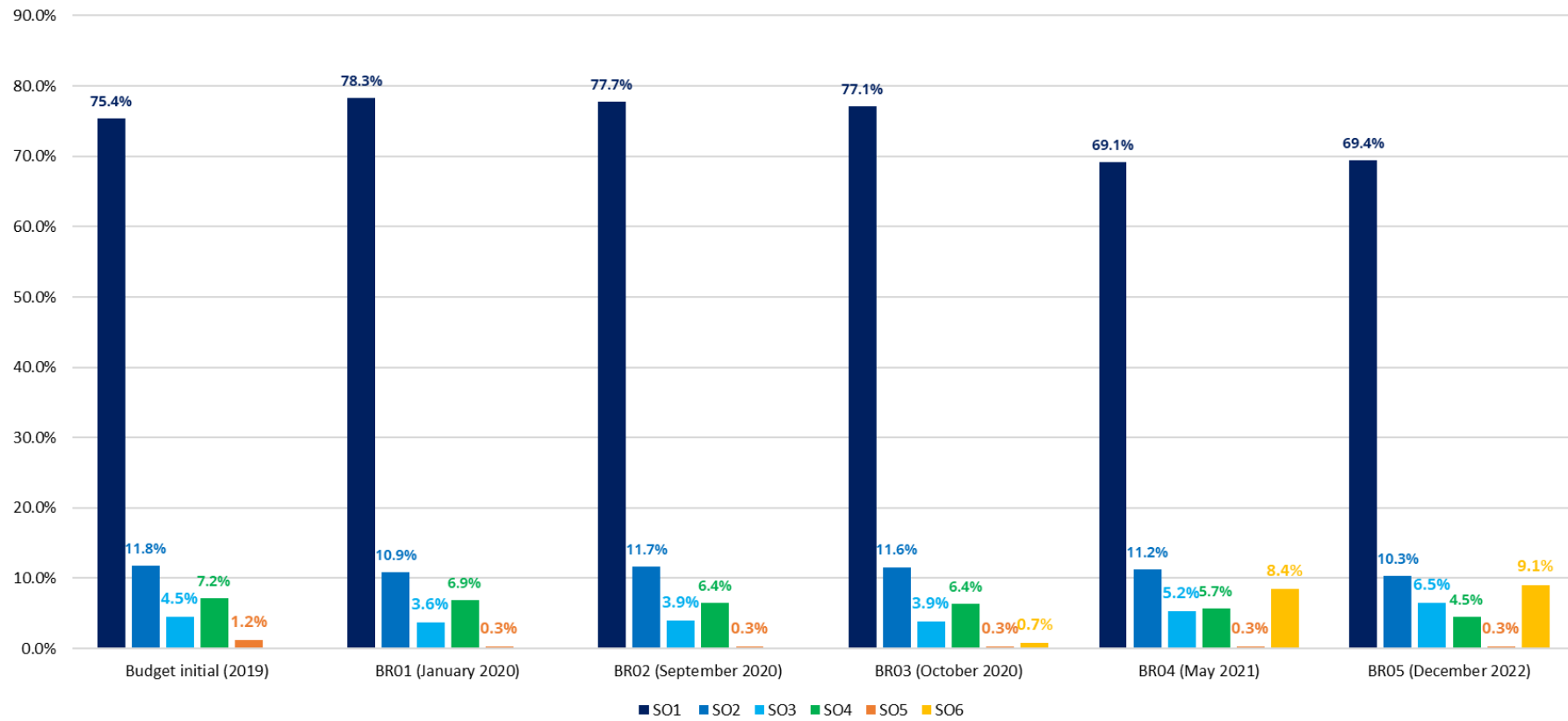
Budget and funding data

Figure 1. Budget by strategic outcome (T-ICSP)



Source: Cambodia T-CSP (2018) Original Budget and Budget Revisions.

Figure 2. Budget by strategic outcome (CSP)



Source: Cambodia CSP (2019) and budget revisions.

Beneficiary data

Table 18. Summary of planned and actual beneficiaries by age group (CSP 2019-2023)

Age	CSP (2019-2023)								
	2019			2020			2021		
	Planned	Actual	Actual vs planned ((%)	Planned	Actual	%	Planned	Actual	Actual vs planned (%)
Beneficiaries									
Children (0-23 months)	2.457	2.409	98%	3.201	634	20%	9.345	2.879	31%
Children (24-59 months)	25.241	26.966	107%	27.525	30.311	110%	35.396	47.284	134%
Children (5-11 years)	239.503	258.386	108%	214.878	173.131	81%	223.475	302.003	135%
Children (12-17 years)	4.294	4.211	98%	46.127	33.917	74%	58.020	23.350	40%
Adults (18-59 years)	19.522	19.143	98%	39.275	9.138	23%	109.900	103.370	94%
Adults (60+ years)	3.281	3.217	98%	5.132	1.016	20%	14.986	20.066	134%
Total beneficiaries	294.300	314.332	107%	336.136	248.147	74%	451.122	498.952	111%

Source: CM-R001b_-_Annual_Country_Beneficiaries_(CSP)_v1.4_16.05.2022.

Annex 9. Key informants' overview

Table 19. Key informants' overview

Organization	Female	Male	Total
Bilateral Institution		1	1
World Bank		1	1
Commune level Government	1	33	34
Commune Committee for Disaster Management, Mong Reussel District, Chrey Commune		7	7
Commune Council, CCDM Srae Sdok Commune		4	4
Kakoh Commune, Mong Reussel District		1	1
Ko Koh Commune, Mong Reussel District	1	6	7
Mong Reussel District, SREFOOD project		7	7
Project Committee (CBT), Kakoh Commune, Mong Reussel District		8	8
District Government	5	30	35
District government	1	5	6
DAFF		1	1
DCDM		2	2
District Committee of Disaster Risk Management, Mong Reussel		3	3
District government		1	1
District Government Office Mong Russey		1	1

District Governor's Office, Krikor District		1	1
District Governor's Office, Pursat Town	3	3	6
District Office Supporting SREFOOD		1	1
DoEYS		1	1
DoEYS		1	1
FSN Working Group, Pursat Province	1	6	7
Governor's Office		3	3
PCDM		1	1
Donor	2	2	4
KOICA	1	1	2
USAID	1	1	2
Government	2	15	17
Council for Agricultural and Rural Development (CARD)		1	1
General Directorate Social Development, Ministry of Women's Affairs	1		1
MAFF		2	2
Ministry of Economy and Finance (MEF)		1	1
Ministry of Environment		1	1
Ministry of Planning		1	1
Ministry of Planning, General Directorate for Planning		1	1
Ministry of Planning, National Council for Nutrition		1	1

MoSVY		1	1
National Committee for Sub-National Democratic Development (NCDDDS)		1	1
National Institute of Statistics; Ministry of Planning.	1	2	3
National Social Protection Council		3	3
NGO		1	1
Plan International		1	1
NGO/implementing partner	5	17	22
AMRU Rice		1	1
DanChurch Aid	1		1
Foundation for international development and relief (FIDR)	1		1
Green Trade		2	2
Helen Keller international (HKI)		1	1
LWD	1	1	2
People in Need		1	1
Plan International		4	4
RACHA (Reproductive and Child Health Alliance)	1		1
RUPP	1	4	5
World Education International		2	2
WVI		1	1
Other UN agency	4	3	7

FAO		1	1
RCO		1	1
Resident Coordinator's Office (RCO)		1	1
UNICEF	2		2
UNOPS	1		1
WHO	1		1
Private Sector	1	1	2
Agri House	1	1	2
Provincial Government	5	22	27
Provincial Government of Siem Reap	1	1	2
Provincial Government of Siem Reap	1	3	4
PAFF , Siem Reap		1	1
PAFF, Siem Reap		1	1
PDAFF		3	3
PDCM		3	3
PDoEYS		2	2
Provincial Committee for Disaster Management (PCDM)		2	2
Provincial Government of Battambang	1	2	3
Provincial Government of Siem Reap and PCDM		1	1
Provincial Governor's Office		2	2

Provincial Secretariat of Food Security and Nutrition	2	1	3
School		4	4
Boeuang Chhouk School		4	4
Supplier	1	1	2
Commune-level government	1		1
Boeuang Chhouk School		1	1
UN	9	12	21
WFP	6	8	14
WFP	2	3	5
WFP Area Office in Siem Reap	1	1	2
WFP	5	3	8
WFP	4	3	7
WFP	1		1
Grand Total	40	145	185

Table 20. List of focus group discussions by location and gender

Row Labels	Sum of Total	Male	Female
Bakou village	14		
Banteay Srey District	17		
Banteay Srey District, Thlok Primary School	9		
Boueng Chhouk school	27		
Chikraeng District	7		

Chikraeng District, Kror Bei Real primary school	7		
Commune Council Krako District	11		
Commune council, Srae Sdok Commune, Kandieng District	8		
Dauntry village	13		
Kdel Chvet village, Srae Sdok Commune, Kandieng District	10		
Ko Koh Commune, Chak Thom village	16		
Ko Koh village	8		
Levea Commune, Kampong Thom	13		
Roleab committee	5		
Roleab Commune	10		
Siem Reap Province, Lovea Commune, Chros village	18		
Srae Sdok Commune, Safe Evacuation Centre (SEC) Kdel Chvet village	3		
Srae Sdok Commune, Kandieng District	13		
Staung District	5		
Stuang District, Angkloam Primary School	29		
Trapaing Makak Primary School	14		
Grand Total	257	113	144

Annex 10. Detailed stakeholder analysis

Stakeholders	Interest in the evaluation	Involvement in evaluation and likely use	Who
INTERNAL STAKEHOLDERS (WFP)			
WFP Cambodia country office	Primary stakeholder and responsible for country-level planning and implementation of the current CSP.	<p>Input: CO staff will be involved in planning, briefing, and feedback sessions. As key informants they were interviewed during the main mission, and they had an opportunity to review and comment on the draft evaluation report .</p> <p>Post CSPE: input to the management response to the CSPE.</p> <p>Use: To help determine potential changes to be introduced during the remainder of the current CSP and to help guide the planning and programmatic focus for the follow-on CSP which is soon to be developed.</p> <p>Accountability to donors and other stakeholders.</p>	<p>Country Director</p> <p>Deputy Country Director</p> <p>Head of Programmes</p> <p>Programme Policy Officer / SO Manager</p> <p>Logistics Officer</p> <p>PPO Activity Lead School Feeding</p> <p>Programme Policy Officer CBT</p> <p>PPO - Nutrition</p> <p>PPO - Activity Manager 2</p> <p>PPO - Head of VAM</p> <p>Finance Officer (Head, Support Services)</p> <p>Partnerships Officer</p> <p>HR Officer</p> <p>Head of Field Officer</p> <p>M&E Unit staff</p>
Regional bureau in Bangkok (RBB)	WFP senior management and the regional bureau in Bangkok have an interest in learning from the evaluation results because of the strategic and technical learning from Cambodia, particularly in areas such as school feeding transition and anticipatory action, that can contribute to WFP corporate and regional	<p>Input: Relevant RBB staff were contacted for interview by telephone during the field mission to explore their engagement (in terms of level of support) and other comments regarding the Cambodia CSP.</p> <p>Use: The RBB is likely to use the findings and recommendations to contribute to WFP corporate and</p>	<p>Regional Director</p> <p>Head of Programmes</p> <p>Regional advisers and officers</p> <p>Finance Officers</p> <p>Protection and Gender Officers / Focal Points</p>

	plans and strategies and can apply learning to other country offices in the region.	regional plans and strategies, and can share and apply learning to other country offices in the region.	
WFP divisions, Headquarters	WFP technical units such as programme policy, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates. Use recommendation for the design or update WFP strategies and policies.	Input: Telephone and/or email contact was made with the following HQ units during the data collection phase: programme policy, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance. Use: Any recommendations made should help these units in the future design or update of WFP strategies and policies.	Technical Assistance and Country Capacity Strengthening Services, Country Capacity Strengthening Unit Government Partnership unit, PGG Supply Chain Department, Field Support Unit Social Protection Unit, PRS Business Management, TECB CBT/Voucher Officer, PDP School Feeding Unit Climate Change and Anticipatory Action Unit Protection / Gender Officers
WFP former staff	No specific interest in the evaluation.	Input: Contacted by telephone/email during the data collection phase to provide more insights into the design and initial stages of the CSP, and to help triangulate opinions and other details.	Previous Outcome Manager Previous CD
WFP Executive Board (EB)	Accountability role, but also an interest in potential wider lessons from the evolving contexts in Cambodia - again, particularly with regard to transition of school feeding programmes and climate change, shock-resistant protection, and anticipatory action, and about WFP roles, strategy and performance.	Involvement: Presentation of the evaluation results in November 2023 to inform Board members about the performance and results of WFP activities in Cambodia. Use: To contribute to a wider, high-level overview of the global CSP strategy and performance.	
EXTERNAL STAKEHOLDERS			

Beneficiary groups: specifically, Tier 1 beneficiaries under SO 1 and SO 6	Tier 1 beneficiaries were engaged in the evaluation through a community engagement strategy using community FGD methodology. While all beneficiaries – Tier 1, and Tier 3, are considered key stakeholders in the evaluation, there is limited scope to engage them directly as users of the evaluation. However, it is anticipated that through the recommendations made and potential changes to WFP programming based on the learning from this evaluation, these populations will ultimately benefit from the evaluation.		
Donors	WFP activities are supported by several donors that have an interest in knowing whether their funds have been spent efficiently and if WFP work is effective in alleviating the food insecurity of the most vulnerable and effectively supporting the Government of Cambodia. WFP particularly collaborates with FAO but also with UNDP, UNICEF, and WHO (see Annex 10)	<p>Direct interviews were held with representatives of these agencies in Phnom Penh, or by telephone/email later if not available.</p> <p>Representatives were invited to the debrief/feedback sessions, and had the chance to comment on the draft report.</p> <p>In all cases, donors will want to see their funding has been efficiently and appropriately used on programmes that ‘make a difference’, and align with their and the Government’s strategies for poverty reduction.</p>	<p>EU (large funds for social protection, not WFP donor)</p> <p>GiZ</p> <p>ECHO</p> <p>Government of Japan</p> <p>KOICA</p> <p>USAID Bureau for Humanitarian Affairs</p> <p>USDA</p> <p>World Bank</p> <p>FAO, UNDP, UNICEF, UNCDF, IAEA, WHO</p>
Government ministries and entities	The Government of Cambodia has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The Government is responsible for coordination of humanitarian and	Some government officials were consulted during the inception phase to inform the evaluation design. Representatives from other relevant ministries and departments were the primary focus of interviews by the evaluation team during the data collection phase. Interviews covered all levels of capacity strengthening	<p>CARD</p> <p>Ministry of Agriculture, Forestry and Fisheries</p> <p>Ministry of Education, Youth and Sport</p>

	<p>development activities to which WFP contributes through the United Nations country framework, and for oversight of WFP collaboration with ministries.</p>	<p>from policy, through organizational, to technical levels. Representatives from ministries and agencies were also involved in feedback sessions and the CO kept the Government informed of the evaluation progress and results.</p> <p>The findings and recommendations should help the various government departments identify areas where positive changes have been, and can be, made with WFP support, and potentially highlight other areas where technical advice and support could make a difference.</p>	<p>Ministry of Economics and Finance</p> <p>Ministry of Health</p> <p>Ministry of the Interior</p> <p>Ministry of Planning (IDPoor)</p> <p>Ministry of Social Affairs, Veterans and Youth Rehabilitation</p> <p>Ministry of Women’s Affairs</p> <p>NCDDS</p> <p>NCDM</p> <p>National Social Protection Council (NSPC)</p> <p>Provincial WG for coordination FSN</p> <p>Rice Federation of Cambodia</p> <p>School Feeding Committee</p> <p>School Feeding Task Force led by Primary Education Department</p>
NGO/s	A range of NGOs collaborate with WFP through assisting with technical support, or engagement in coordination for the	Some of the NGO partners were consulted during the inception phase to inform the evaluation design. They, along with others were involved in interviews by the	<p>Plan International</p> <p>DCA (co-chairs HRF)</p>

	<p>implementation of targeted CSP activities. These actors have an interest in the evaluation in determining the effectiveness of WFP collaborations and activities and their appropriateness to the national context.</p>	<p>evaluation team during the data collection phase. They also had a role in feedback sessions organized by the CO.</p> <p>These NGOs will be able to use the findings and recommendations of the evaluation as part of their ongoing strategies re programming, relationships with WFP, and alignment with national policies.</p>	<p>HKI</p> <p>HRF members</p> <p>Latter-day Saint Charities</p> <p>People in Need</p> <p>RACHA (Reproductive and Child Health Alliance)</p> <p>Save the Children</p> <p>SUN civil alliance / NGO members</p> <p>UNN members</p> <p>World Vision (SF IP)</p> <p>Asian Disaster Preparedness Centre (ADPC)</p>
<p>Other United Nations agencies</p>	<p>UN agencies and other partners in Cambodia have a stake in this evaluation in terms of partnerships, performance and future strategic orientation, as well as issues pertaining to UN coordination. UN Humanitarian/Resident Coordinator and agencies have an interest in ensuring that</p>	<p>The evaluation team sought KIIs with the UN and other partner agencies involved in emergency response, food security, nutrition, school feeding and national capacity development. The CO kept UN partners, other international organizations informed of the evaluation's progress.</p>	<p>FAO</p> <p>OCHA</p> <p>RCO</p> <p>UNDP</p>

	WFP activities are effective and aligned with their programmes; the current UNDAF and the future UNSDCF.	The Humanitarian/Resident Coordinator and agencies can use the report to ensure that WFP activities are effective and aligned with the current UNDAF and the future UNSDCF.	UNICEF UNOPS UNV WHO IOM OHCHR UNFPA IFAD
Private sector partners	WFP Cambodia has a range of private partnerships within the CSP. These partners have a stake in this evaluation in terms of future partnerships, assessing the results of current partnerships, and future strategic orientation and coordination with WFP.	Involvement in interviews, feedback sessions, report dissemination. The report should help these partners and WFP determine the benefits and challenges of such partnerships, and identify potential future strategic orientation and coordination with WFP.	

Annex 11. Mapping of findings, conclusions and recommendations

Recommendation	Conclusions	Findings
<p>Recommendation 1. Refine the strategic focus of the next country strategic plan in a more holistic way</p>	<p>Conclusion 1. The design of this CSP provided a conducive framework with regard to content, but less so with regard to structure. Its siloed nature has hampered cross fertilization across all strategic outcomes.</p>	<p>EQ 1.1</p> <ul style="list-style-type: none"> • Finding 1. The evaluation finds that CSP design utilized the evidence available at the time to address the needs of the most vulnerable people of Cambodia. • Finding 2. The school feeding programme in Cambodia was based on identified needs and targets the needs of children in vulnerable areas. • Finding 3. WFP in Cambodia was able to rapidly resume direct assistance to vulnerable populations in response to the emergencies related to the 2020 floods and the COVID-19 pandemic, despite the fact that such assistance had not been provided for in the design of the CSP. • Finding 4. The CSP design corresponds well to the vulnerability of Cambodia to climate change and includes activities designed to address the needs of those most vulnerable to climate-related shocks. • Finding 5. There is limited demand for the supply chain services provided by WFP in a context where more United Nations agencies and development partners are moving away from direct implementation in favour of technical assistance. The temporary increase in demand for warehousing during the COVID-19 pandemic is not expected to continue. • Finding 6. WFP support implemented under SO4, including technical assistance to the Government and coordination through Scaling Up Nutrition (SUN) and United Nations Nutrition (UNN), are relevant to the needs in Cambodia. However, the evaluation found that its relevance is greatest as a modality of working across strategic outcomes rather than as a specific

		<p>activity, which is particularly evident for the work conducted by the vulnerability analysis and mapping (VAM) unit.</p> <p>EQ 2.1</p> <ul style="list-style-type: none"> • Finding 11: The implementation of the school feeding programme was successful. Although the COVID-19 pandemic prevented achievement of the targets for household food security, evidence suggests that the WFP school feeding programme contributed to higher retention rates and lower dropout rates in the assisted schools. The planned transition to a full government-run home-grown school feeding programme is considered a good practice example for United Nations support to governments. WFP technical support provided at the central level has been instrumental in creating the conditions for an effective national programme; nevertheless, certain constraints remain, such as capacity gaps at the school, commune, district and provincial levels. • Finding 12 The WFP cash-based transfer intervention complemented the government response to the October 2020 floods and was aligned with the ongoing government COVID-19 response. Implementation of cash-based transfers was uneven, with delays created by use of transfer mechanisms. Nonetheless, outcome targets were broadly achieved, reflecting a combination of cash-based transfer and effective food transfers in 2020 as well as efforts undertaken in 2021 to resolve cash challenges. These challenges provided WFP with lessons learned regarding cash-based transfer delivery mechanisms that will contribute to implementing future shock-responsive social protection plans. • Finding 13. Under SO2, the CSP was found to be moderately effective as progress towards output targets was uneven. The collaboration with NCCDS on the integration of climate change and food security and nutrition in commune-level planning successfully contributed to enhancing the resilience of communes to extreme weather such as floods. • Finding 14. Under SO3, the CSP performed well with the initial planned activities within the CSP design (for example, capacity strengthening) and with the shift towards positioning WFP as the main government partner in building a shock-responsive social protection framework. This contributed to the evolving discussion in
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		<p>Cambodia on social protection and climate and disaster risk reduction.</p> <ul style="list-style-type: none"> • Finding 15. Under SO5, the provision of supply chain services for human development partners was undertaken without the underpinning of a comprehensive analysis of the need by other agencies for warehousing and logistics support. • Finding 16. SO4 does not adequately reflect the different activities and contributions that WFP makes in this area, which have been much broader than anticipated in the CSP design. Through SO4, WFP provides technical assistance to the Government and to all food security and nutrition actors in Cambodia, contributing to scaling up nutrition through both the second NSFSN and the SUN Network. <p>EQ 2.2</p> <ul style="list-style-type: none"> • Finding 17. A full assessment of country capacity strengthening (CCS) in Cambodia has been hampered by not placing the corporate indicators within a clear, coherent framework available in 2018 when the CSP was designed: further, there remains a question among different stakeholder groups as to whether Cambodia was or is ready for a significant shift to upstream support across all areas. <p>EQ 2.4</p> <ul style="list-style-type: none"> • Finding 26. When synergies were explicitly identified and leveraged, the CSP provided a good foundation for linkages between humanitarian, development and peace spheres but the CSP lacked an explicit strategy for this nexus. <p>EQ 3.1</p> <ul style="list-style-type: none"> • Finding 27. WFP was able to rapidly adapt the school feeding programme to the changing context and continued to implement it in a timely manner but experienced some delays in planned handover to the government-owned HGSF programme for reasons that were outside WFP control.
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		<ul style="list-style-type: none"> • Finding 28. WFP responded rapidly to unforeseen circumstances in 2020, but experienced technical challenges causing delays in the provision of cash-based transfer assistance. • Finding 29. COVID-19 restrictions led to delays in the construction of evacuation centres and the delivery of training associated with them, as well as other capacity strengthening and policy support activities. <p>EQ 4.4</p> <ul style="list-style-type: none"> • Finding 36. The country office staffing structure and level of human resources capacity at the time of the CSP design was not sufficient for the delivery of the CSP. A new structure, with additional resources, has been put in place from mid-2022 onwards to support the effective implementation of the CSP.
	<p>Conclusion 2. Performance of the individual components of the CSP has been mostly effective.</p>	<p>EQ 1.1</p> <ul style="list-style-type: none"> • Finding 1. The evaluation finds that CSP design utilized the evidence available at the time to address the needs of the most vulnerable people of Cambodia. • Finding 2. The school feeding programme in Cambodia was based on identified needs and targets the needs of children in vulnerable areas. • Finding 3. WFP in Cambodia was able to rapidly resume direct assistance to vulnerable populations in response to the emergencies related to the 2020 floods and the COVID-19 pandemic, despite the fact that such assistance had not been provided for in the design of the CSP. • Finding 4. The CSP design corresponds well to the vulnerability of Cambodia to climate change and includes activities designed to address the needs of those most vulnerable to climate-related shocks. • Finding 5. There is limited demand for the supply chain services provided by WFP in a context where more United Nations agencies and development partners are moving away from direct implementation in favour of technical assistance. The temporary

		<p>increase in demand for warehousing during the COVID-19 pandemic is not expected to continue.</p> <ul style="list-style-type: none"> • Finding 6. WFP support implemented under SO4, including technical assistance to the Government and coordination through Scaling Up Nutrition (SUN) and United Nations Nutrition (UNN), are relevant to the needs in Cambodia. However, the evaluation found that its relevance is greatest as a modality of working across strategic outcomes rather than as a specific activity, which is particularly evident for the work conducted by the vulnerability analysis and mapping (VAM) unit. <p>EQ 2.1</p> <ul style="list-style-type: none"> • Finding 11: The implementation of the school feeding programme was successful. Although the COVID-19 pandemic prevented achievement of the targets for household food security, evidence suggests that the WFP school feeding programme contributed to higher retention rates and lower dropout rates in the assisted schools. The planned transition to a full government-run home-grown school feeding programme is considered a good practice example for United Nations support to governments. WFP technical support provided at the central level has been instrumental in creating the conditions for an effective national programme; nevertheless, certain constraints remain, such as capacity gaps at the school, commune, district and provincial levels. • Finding 12 The WFP cash-based transfer intervention complemented the government response to the October 2020 floods and was aligned with the ongoing government COVID-19 response. Implementation of cash-based transfers was uneven, with delays created by use of transfer mechanisms. Nonetheless, outcome targets were broadly achieved, reflecting a combination of cash-based transfer and effective food transfers in 2020 as well as efforts undertaken in 2021 to resolve cash challenges. These challenges provided WFP with lessons learned regarding cash-based transfer delivery mechanisms that will contribute to implementing future shock-responsive social protection plans. • Finding 13. Under SO2, the CSP was found to be moderately effective as progress towards output targets was uneven. The collaboration with NCDDES on the integration of climate change and
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		<p>food security and nutrition in commune-level planning successfully contributed to enhancing the resilience of communes to extreme weather such as floods.</p> <ul style="list-style-type: none"> • Finding 14. Under SO3, the CSP performed well with the initial planned activities within the CSP design (for example, capacity strengthening) and with the shift towards positioning WFP as the main government partner in building a shock-responsive social protection framework. This contributed to the evolving discussion in Cambodia on social protection and climate and disaster risk reduction. • Finding 15. Under SO5, the provision of supply chain services for human development partners was undertaken without the underpinning of a comprehensive analysis of the need by other agencies for warehousing and logistics support. • Finding 16. SO4 does not adequately reflect the different activities and contributions that WFP makes in this area, which have been much broader than anticipated in the CSP design. Through SO4, WFP provides technical assistance to the Government and to all food security and nutrition actors in Cambodia, contributing to scaling up nutrition through both the second NSFSN and the SUN Network. <p>EQ 2.2</p> <ul style="list-style-type: none"> • Finding 17. A full assessment of country capacity strengthening (CCS) in Cambodia has been hampered by not placing the corporate indicators within a clear, coherent framework available in 2018 when the CSP was designed: further, there remains a question among different stakeholder groups as to whether Cambodia was or is ready for a significant shift to upstream support across all areas. <p>EQ 2.4</p> <ul style="list-style-type: none"> • Finding 26. When synergies were explicitly identified and leveraged, the CSP provided a good foundation for linkages between humanitarian, development and peace spheres but the CSP lacked an explicit strategy for this nexus. <p>EQ 3.1</p>
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		<ul style="list-style-type: none"> • Finding 27. WFP was able to rapidly adapt the school feeding programme to the changing context and continued to implement it in a timely manner but experienced some delays in planned handover to the government-owned HGSP programme for reasons that were outside WFP control. • Finding 28. WFP responded rapidly to unforeseen circumstances in 2020, but experienced technical challenges causing delays in the provision of cash-based transfer assistance. • Finding 29. COVID-19 restrictions led to delays in the construction of evacuation centres and the delivery of training associated with them, as well as other capacity strengthening and policy support activities. <p>EQ 3.2</p> <ul style="list-style-type: none"> • Finding 30. The CSP mainly targeted children in vulnerable areas and those affected by COVID-19. The IDPoor system for selection of beneficiaries under SO1 and SO6, however, raises questions on whether the most vulnerable are being targeted. The recent development from 2020 onwards of an on-demand IDPoor platform by the Government, enabled a more effective targeting of the most vulnerable under SO6. <p>EQ 4.2</p> <ul style="list-style-type: none"> • Finding 34. While most of the indicators have been tracked and were aligned with corporate minimum requirements, monitoring and reporting mainly focused on school feeding and lacked a meaningful measurement framework for capacity strengthening, hampering the utility of monitoring and evaluation for informing management decisions across all strategic outcomes.
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<p>Recommendation 2. Build evidence-based systems and structures for country strategic plan implementation</p>	<p>Conclusion 1. The design of this CSP provided a conducive framework with regard to content, but less so with regard to structure. Its siloed nature has hampered cross fertilization across all strategic outcomes.</p>	<p>EQ 1.1</p> <ul style="list-style-type: none"> • Finding 1. The evaluation finds that CSP design utilized the evidence available at the time to address the needs of the most vulnerable people of Cambodia. • Finding 2. The school feeding programme in Cambodia was based on identified needs and targets the needs of children in vulnerable areas. • Finding 3. WFP in Cambodia was able to rapidly resume direct assistance to vulnerable populations in response to the emergencies related to the 2020 floods and the COVID-19 pandemic, despite the fact that such assistance had not been provided for in the design of the CSP. • Finding 4. The CSP design corresponds well to the vulnerability of Cambodia to climate change and includes activities designed to address the needs of those most vulnerable to climate-related shocks. • Finding 5. There is limited demand for the supply chain services provided by WFP in a context where more United Nations agencies and development partners are moving away from direct implementation in favour of technical assistance. The temporary increase in demand for warehousing during the COVID-19 pandemic is not expected to continue. • Finding 6. WFP support implemented under SO4, including technical assistance to the Government and coordination through Scaling Up Nutrition (SUN) and United Nations Nutrition (UNN), are relevant to the needs in Cambodia. However, the evaluation found that its relevance is greatest as a modality of working across strategic outcomes rather than as a specific activity, which is particularly evident for the work conducted by the vulnerability analysis and mapping (VAM) unit. <p>EQ 2.1</p> <ul style="list-style-type: none"> • Finding 11: The implementation of the school feeding programme was successful. Although the COVID-19 pandemic prevented achievement of the targets for household food security, evidence suggests that the WFP school feeding programme contributed to
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		<p>higher retention rates and lower dropout rates in the assisted schools. The planned transition to a full government-run home-grown school feeding programme is considered a good practice example for United Nations support to governments. WFP technical support provided at the central level has been instrumental in creating the conditions for an effective national programme; nevertheless, certain constraints remain, such as capacity gaps at the school, commune, district and provincial levels.</p> <ul style="list-style-type: none"> • Finding 12 The WFP cash-based transfer intervention complemented the government response to the October 2020 floods and was aligned with the ongoing government COVID-19 response. Implementation of cash-based transfers was uneven, with delays created by use of transfer mechanisms. Nonetheless, outcome targets were broadly achieved, reflecting a combination of cash-based transfer and effective food transfers in 2020 as well as efforts undertaken in 2021 to resolve cash challenges. These challenges provided WFP with lessons learned regarding cash-based transfer delivery mechanisms that will contribute to implementing future shock-responsive social protection plans. • Finding 14. Under SO3, the CSP performed well with the initial planned activities within the CSP design (for example, capacity strengthening) and with the shift towards positioning WFP as the main government partner in building a shock-responsive social protection framework. This contributed to the evolving discussion in Cambodia on social protection and climate and disaster risk reduction. • Finding 15. Under SO5, the provision of supply chain services for human development partners was undertaken without the underpinning of a comprehensive analysis of the need by other agencies for warehousing and logistics support. • Finding 16. SO4 does not adequately reflect the different activities and contributions that WFP makes in this area, which have been much broader than anticipated in the CSP design. Through SO4, WFP provides technical assistance to the Government and to all food security and nutrition actors in Cambodia, contributing to scaling up nutrition through both the second NSFSN and the SUN Network.
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		<p>EQ 2.2</p> <ul style="list-style-type: none"> Finding 17. A full assessment of country capacity strengthening (CCS) in Cambodia has been hampered by not placing the corporate indicators within a clear, coherent framework available in 2018 when the CSP was designed: further, there remains a question among different stakeholder groups as to whether Cambodia was or is ready for a significant shift to upstream support across all areas. <p>EQ 2.4</p> <ul style="list-style-type: none"> Finding 26. When synergies were explicitly identified and leveraged, the CSP provided a good foundation for linkages between humanitarian, development and peace spheres but the CSP lacked an explicit strategy for this nexus. <p>EQ 3.1</p> <ul style="list-style-type: none"> Finding 27. WFP was able to rapidly adapt the school feeding programme to the changing context and continued to implement it in a timely manner but experienced some delays in planned handover to the government-owned HGSF programme for reasons that were outside WFP control. Finding 28. WFP responded rapidly to unforeseen circumstances in 2020, but experienced technical challenges causing delays in the provision of cash-based transfer assistance. Finding 29. COVID-19 restrictions led to delays in the construction of evacuation centres and the delivery of training associated with them, as well as other capacity strengthening and policy support activities. <p>EQ 4.4</p> <ul style="list-style-type: none"> Finding 36. The country office staffing structure and level of human resources capacity at the time of the CSP design was not sufficient for the delivery of the CSP. A new structure, with additional resources, has been put in place from mid-2022 onwards to support the effective implementation of the CSP.
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	<p>51. Conclusion 2. Performance of the individual components of the CSP has been mostly effective.</p>	<p>EQ 1.1</p> <ul style="list-style-type: none"> • Finding 1. The evaluation finds that CSP design utilized the evidence available at the time to address the needs of the most vulnerable people of Cambodia. • Finding 2. The school feeding programme in Cambodia was based on identified needs and targets the needs of children in vulnerable areas. • Finding 3. WFP in Cambodia was able to rapidly resume direct assistance to vulnerable populations in response to the emergencies related to the 2020 floods and the COVID-19 pandemic, despite the fact that such assistance had not been provided for in the design of the CSP. • Finding 4. The CSP design corresponds well to the vulnerability of Cambodia to climate change and includes activities designed to address the needs of those most vulnerable to climate-related shocks. • Finding 5. There is limited demand for the supply chain services provided by WFP in a context where more United Nations agencies and development partners are moving away from direct implementation in favour of technical assistance. The temporary increase in demand for warehousing during the COVID-19 pandemic is not expected to continue. • Finding 6. WFP support implemented under SO4, including technical assistance to the Government and coordination through Scaling Up Nutrition (SUN) and United Nations Nutrition (UNN), are relevant to the needs in Cambodia. However, the evaluation found that its relevance is greatest as a modality of working across strategic outcomes rather than as a specific activity, which is particularly evident for the work conducted by the vulnerability analysis and mapping (VAM) unit. <p>EQ 2.1</p> <ul style="list-style-type: none"> • Finding 11: The implementation of the school feeding programme was successful. Although the COVID-19 pandemic prevented achievement of the targets for household food security, evidence suggests that the WFP school feeding programme contributed to
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		<ul style="list-style-type: none"> • Finding 16. SO4 does not adequately reflect the different activities and contributions that WFP makes in this area, which have been much broader than anticipated in the CSP design. Through SO4, WFP provides technical assistance to the Government and to all food security and nutrition actors in Cambodia, contributing to scaling up nutrition through both the second NSFSN and the SUN Network. <p>EQ 2.2</p> <ul style="list-style-type: none"> • Finding 17. A full assessment of country capacity strengthening (CCS) in Cambodia has been hampered by not placing the corporate indicators within a clear, coherent framework available in 2018 when the CSP was designed: further, there remains a question among different stakeholder groups as to whether Cambodia was or is ready for a significant shift to upstream support across all areas. <p>EQ 2.4</p> <ul style="list-style-type: none"> • Finding 26. When synergies were explicitly identified and leveraged, the CSP provided a good foundation for linkages between humanitarian, development and peace spheres but the CSP lacked an explicit strategy for this nexus. <p>EQ 3.1</p> <ul style="list-style-type: none"> • Finding 27. WFP was able to rapidly adapt the school feeding programme to the changing context and continued to implement it in a timely manner but experienced some delays in planned handover to the government-owned HGSP programme for reasons that were outside WFP control. • Finding 28. WFP responded rapidly to unforeseen circumstances in 2020, but experienced technical challenges causing delays in the provision of cash-based transfer assistance. • Finding 29. COVID-19 restrictions led to delays in the construction of evacuation centres and the delivery of training associated with them, as well as other capacity strengthening and policy support activities. <p>EQ 3.2</p>
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		<ul style="list-style-type: none"> Finding 30. The CSP mainly targeted children in vulnerable areas and those affected by COVID-19. The IDPoor system for selection of beneficiaries under SO1 and SO6, however, raises questions on whether the most vulnerable are being targeted. The recent development from 2020 onwards of an on-demand IDPoor platform by the Government, enabled a more effective targeting of the most vulnerable under SO6. <p>EQ 4.2</p> <ul style="list-style-type: none"> Finding 34. While most of the indicators have been tracked and were aligned with corporate minimum requirements, monitoring and reporting mainly focused on school feeding and lacked a meaningful measurement framework for capacity strengthening, hampering the utility of monitoring and evaluation for informing management decisions across all strategic outcomes.
<p>Recommendation 3. Develop an overall partnership strategy</p>	<p>Conclusion 3. WFP has significantly strengthened partnerships with government counterparts through this CSP and is well positioned among different actors for ensuring sustainability of results.</p>	<p>EQ 1.2:</p> <ul style="list-style-type: none"> Finding 7. WFP support in Cambodia is directly aligned with government priorities, which include an increased focus on social protection following COVID-19. Alignment with SDGs 2 and 17 is explicit within T-ICSP and CSP design and links with the explicit reference to SDGs in government policies and plans. <p>EQ 1.3</p> <ul style="list-style-type: none"> Finding 8. The Cambodia WFP CSP has been well aligned with UNDAF outcomes under areas of WFP comparative advantage on food security and nutrition and combining social protection and integrated risk management within shock-responsive social protection. <p>EQ 2.1</p> <ul style="list-style-type: none"> Finding 11: The implementation of the school feeding programme was successful. Although the COVID-19 pandemic prevented achievement of the targets for household food security, evidence suggests that the WFP school feeding programme contributed to higher retention rates and lower dropout rates in the assisted schools. The planned transition to a full government-run home-grown school feeding programme is considered a good practice example for United Nations support to governments. WFP technical

		<p>support provided at the central level has been instrumental in creating the conditions for an effective national programme; nevertheless, certain constraints remain, such as capacity gaps at the school, commune, district and provincial levels.</p> <ul style="list-style-type: none"> • Finding 12 The WFP cash-based transfer intervention complemented the government response to the October 2020 floods and was aligned with the ongoing government COVID-19 response. Implementation of cash-based transfers was uneven, with delays created by use of transfer mechanisms. Nonetheless, outcome targets were broadly achieved, reflecting a combination of cash-based transfer and effective food transfers in 2020 as well as efforts undertaken in 2021 to resolve cash challenges. These challenges provided WFP with lessons learned regarding cash-based transfer delivery mechanisms that will contribute to implementing future shock-responsive social protection plans. • Finding 13. Under SO2, the CSP was found to be moderately effective as progress towards output targets was uneven. The collaboration with NCDDs on the integration of climate change and food security and nutrition in commune-level planning successfully contributed to enhancing the resilience of communes to extreme weather such as floods. • Finding 14. Under SO3, the CSP performed well with the initial planned activities within the CSP design (for example, capacity strengthening) and with the shift towards positioning WFP as the main government partner in building a shock-responsive social protection framework. This contributed to the evolving discussion in Cambodia on social protection and climate and disaster risk reduction. • Finding 15. Under SO5, the provision of supply chain services for human development partners was undertaken without the underpinning of a comprehensive analysis of the need by other agencies for warehousing and logistics support. • Finding 16. SO4 does not adequately reflect the different activities and contributions that WFP makes in this area, which have been much broader than anticipated in the CSP design. Through SO4, WFP provides technical assistance to the Government and to all food security and nutrition actors in Cambodia, contributing to
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		<p>scaling up nutrition through both the second NSFSN and the SUN Network.</p> <p>EQ 4.1</p> <ul style="list-style-type: none"> • Finding 33. WFP Cambodia has been successful at resource mobilization, with the CSP being funded at 111 percent. However, the high level of predictability is coupled with limited flexibility of funding. <p>EQ 4.3</p> <ul style="list-style-type: none"> • Finding 35. The flexibility of WFP Cambodia, and its responsiveness to evolving priorities allowed the country office to maintain and develop effective partnerships that positively influenced performance and results for all upstream country capacity strengthening and for the school feeding programme, particularly the transition to HGSE.
<p>Recommendation 4. Build an overarching conceptual framework for the provision of support to the Government;</p>	<p>Conclusion 4. The evaluation has highlighted the challenges of shifting so significantly to a more upstream approach, supporting the government systems across the whole portfolio, particularly when that shift occurred based partially on corporate direction rather than entirely on country context suitability</p>	<p>EQ 2.1</p> <ul style="list-style-type: none"> • Finding 11: The implementation of the school feeding programme was successful. Although the COVID-19 pandemic prevented achievement of the targets for household food security, evidence suggests that the WFP school feeding programme contributed to higher retention rates and lower dropout rates in the assisted schools. The planned transition to a full government-run home-grown school feeding programme is considered a good practice example for United Nations support to governments. WFP technical support provided at the central level has been instrumental in creating the conditions for an effective national programme; nevertheless, certain constraints remain, such as capacity gaps at the school, commune, district and provincial levels. • Finding 12 The WFP cash-based transfer intervention complemented the government response to the October 2020 floods and was aligned with the ongoing government COVID-19 response. Implementation of cash-based transfers was uneven, with delays created by use of transfer mechanisms. Nonetheless, outcome targets were broadly achieved, reflecting a combination of cash-based transfer and effective food transfers in 2020 as well as

		<p>efforts undertaken in 2021 to resolve cash challenges. These challenges provided WFP with lessons learned regarding cash-based transfer delivery mechanisms that will contribute to implementing future shock-responsive social protection plans.</p> <ul style="list-style-type: none"> • Finding 13. Under SO2, the CSP was found to be moderately effective as progress towards output targets was uneven. The collaboration with NCDDDS on the integration of climate change and food security and nutrition in commune-level planning successfully contributed to enhancing the resilience of communes to extreme weather such as floods. • Finding 14. Under SO3, the CSP performed well with the initial planned activities within the CSP design (for example, capacity strengthening) and with the shift towards positioning WFP as the main government partner in building a shock-responsive social protection framework. This contributed to the evolving discussion in Cambodia on social protection and climate and disaster risk reduction. • Finding 15. Under SO5, the provision of supply chain services for human development partners was undertaken without the underpinning of a comprehensive analysis of the need by other agencies for warehousing and logistics support. • Finding 16. SO4 does not adequately reflect the different activities and contributions that WFP makes in this area, which have been much broader than anticipated in the CSP design. Through SO4, WFP provides technical assistance to the Government and to all food security and nutrition actors in Cambodia, contributing to scaling up nutrition through both the second NSFSN and the SUN Network. <p>EQ 2.2</p> <ul style="list-style-type: none"> • Finding 17. A full assessment of country capacity strengthening (CCS) in Cambodia has been hampered by not placing the corporate indicators within a clear, coherent framework available in 2018 when the CSP was designed: further, there remains a question among different stakeholder groups as to whether Cambodia was
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		or is ready for a significant shift to upstream support across all areas
Recommendation 5. Strengthen and mainstream cross-cutting issues	Conclusion 5. In both design and implementation, the CSP has been weak in integrating cross-cutting issues, particularly gender, social inclusion, accountability to affected populations and PSEA.	<p>EQ 2.2</p> <ul style="list-style-type: none"> • Finding 18. Gender and other issues of inclusion such as disability have not been sufficiently integrated at programme implementation level. The lack of clear and ambitious (transformative) gender indicators in the CSP, combined with a lack of a clear gender strategy and dedicated gender staff, have been key constraints. Results of the recent increase in the WFP effort and investments in gender research and training programmes are yet to be visible. • Finding 19. Protection issues have been considered within design at a basic level only, being unhindered access of Tier 1 beneficiaries to accessing assistance without safety challenges, and have not been systematically addressed during the CSP implementation. • Finding 21. There is limited reference within the CSP design to how disability and social inclusion should be systematically considered and monitored across the CSP portfolio, and limited evidence of results in this area. • Finding 22. WFP has regularly consulted beneficiaries in relation to the programme design and implementation and enhanced the beneficiary feedback mechanism during the COVID-19 pandemic. Accountability to affected populations has been limited in design since the start of the CSP but WFP has recently been increasing attention to this area. United Nations agencies, including WFP, that have shifted to more upstream modalities, are still struggling to understand the relevance of PSEA in the absence of large-scale direct humanitarian action in the Cambodian development context.

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Acronyms

AAP	Accountability to affected populations
ACF	Action Contre la Faim
ACRs	Annual country reports
ADB	Asian Development Bank
ALNAP	Active Learning Network for Accountability and Performance
APRs	Annual performance reports
BR	Budget revision
CARD	Council for Agricultural and Rural Development
CBT	Cash-based transfer
CCCSP	Cambodia Climate Change Strategic Plan
CCS	Country capacity strengthening
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEQAS	Centralized Evaluation Quality Assurance System
CFM	Community feedback mechanism
CFRM	Community feedback and response mechanism
CO	Country office
COMET	Country Office Tool for Managing Effectively
COVID-19	Coronavirus disease 2019
CRF	Corporate Results Framework
CSI	Consumption-based Coping Strategy Index
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DFAT	Department for Foreign Affairs and Trade
DHS	Demographic and Health Survey

DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation manager
ET	Evaluation team
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus group discussion
FSN	Food security and nutrition
GAM	Gender with Age Marker
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GIS	Geographical information system
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPE	Global Partnership for Education
HCT	Humanitarian country team
HGSF	Home-grown school feeding
HQ	Headquarters
HRF	Humanitarian Response Forum
IDP	Internally displaced people
IDPoor	Identification of poor households
IEC	Information, education and communication
IOM	International Organization for Migration
IPC	Integrated Phase Classification
IR	Inception Report
IRG	Internal reference group
IRM	Integrated Road Map
KII	Key informant interview

LoS	Line of sight
LRP	Local and regional food aid procurement
M&E	Monitoring and evaluation
MAFF	Ministry for Agriculture, Forestry and Fisheries
MGD	McGovern-Dole
MoEYS	Ministry of Education, Youth and Sport
MoH	Ministry of Health
MoP	Ministry of Planning
MoSVY	Ministry of Social Affairs, Veterans, and Youth Rehabilitation
MTR	Mid-term review
NBP	Need-based plan
NCDDS	National Committee for Sub-National Democratic Development
NCDM	National Committee for Disaster Management
NDC	Nationally Determined Contribution
NGO	Non-governmental organization
NHGSFP	National home-grown school feeding programme
NIS	National Institute of Statistics
NPRS	National Poverty Reduction Strategy
NSAF	National Social Assistance Fund
NSDP	National Strategic Development Plan
NSFSN	National Strategy for Food Security and Nutrition
NSPC	National Social Protection Council
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD – DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee

OEV	Office of Evaluation
PRISM	Platforms for Real-time Information System
PRO-M	Programme Cycle Management Unit at Headquarters
PSEA	Protection from sexual exploitation and abuse
QA	Quality Assurance
RAM	Research, assessment and monitoring
RBB	Regional Bureau for the Asia and Pacific Region
RUPP	Royal University of Phnom Penh
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SFIMS	School Feeding Information Management System
SFP	School feeding programme
SISMOD	Shock Impact Simulation Model
SOs	Strategic outcomes
SOP	Standard operating procedures
SRELFOOD	Food Security and Community-based Recovery Support to Flood-affected Communities in Cambodia
SRSP	Shock-responsive social protection
SUN	Scaling Up Nutrition
TDD	Terminal disbursement date
THR	Take-home rations
T-ICSP	Transitional Interim Country Strategic Plan
TL	Team leader
ToC	Theory of change
TPM	Third party monitors
UN	United Nations

UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UNN	United Nations Nutrition
UNOPS	United Nations Service for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
USD	United States Dollar
VAM	Vulnerability analysis and mapping
VNR	Voluntary national review
WDI	World Development Indicator
WFP	World Food Programme
WHO	World Health Organization

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