



Evaluation Quality Assurance System (EQAS)

## Template

# **Management Response from WFP Cambodia Office to the recommendations of the decentralized evaluation of Midterm Activity Evaluation of the KOICA supported Home-Grown School Feeding Programme in Cambodia [DE/KHCO/2022/019] from September/2022 to April/2023**

1. This document, finalized in June 2023, presents the management response to the recommendations of the Midterm Evaluation Report for the KOICA-funded Home Grown School Feeding Programme in Cambodia.
2. The evaluation, which was commissioned by WFP Cambodia Country Office covers the period from January 2020 to October 2024. The evaluation serves the dual purpose of accountability and learning and informed establishing the current situation against which the next rounds of the evaluation (mid-term and endline) will measure progress towards the targets.
3. The evaluation made 2 key recommendations with 5 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<b>Group 1: Recommendations for the design and implementation of the KOICA-funded HGSFP</b>			Not applicable	Not applicable	Not applicable
<b>Recommendation 1.1 Consider adopting methods to greater support improved nutrition among targeted students and households</b> , including increasing the use of fortified rice in school meals where feasible, assessing the feasibility of expanding school meals to afternoon shifts of targeted schools, and developing standard operating procedures and contingency plans for the provision of take-home rations during school closures.	Cambodia Country Office	<i>Partially agreed</i>	The recommendation is ‘partially agreed’ because expanding the programme to the afternoon shift is outside of WFP’s control and no assessment will be done in relation to this. Given the objective of transitioning the WFP programme to the national HGSP, WFP’s programme – including for KOICA-supported schools - will remain aligned to the national programme, including on the issue of afternoon shifts. However, as part of its technical assistance role to the national programme, WFP will continue to advocate for better consideration of afternoon shift children in the	School Feeding [Nutrition] [Area Office]	December 2024

			<p>programme design, including for KOICA-supported schools.</p> <p>WFP will also develop <b>Nutritional Guidelines and Standards for School Meals</b> (jointly with FAO) and promote the inclusion of fortified rice as a cost-effective option to provide nutritious meals. WFP will advocate for the adoption of these standards by the government and for the national budget allowance to be aligned with them. The ration in KOICA-targeted schools will be aligned with the ration of the national standards.</p> <p>Finally, WFP will advocate for the inclusion of <b>contingency SOPs in the revision of the HGSF manual.</b></p>		
<p><b>Recommendation 1.2 Consider providing additional capacity strengthening activities to improve stakeholder capacity for implementation of the KOICA-funded HGSFP</b>, including additional training on fundraising and community resource mobilisation. It is recommended to provide capacity training to commune council members, school directors and school committee members on <b>fundraising and community</b></p>	Cambodia Country Office	<i>Agreed</i>	<p>WFP will update its <b>annual trainings/refresher trainings for implementers</b> (including commune council members, school directors, and school committee members) and include a greater focus on community resource mobilization.</p> <p>Regarding M&amp;E capacity, WFP will conduct the M&amp;E capacity building activities to be aligned with the existing project monitoring system to improve the knowledge and skills of M&amp;E tools and system, especially the</p>	School Feeding [M&E] [Area Office]	April 2024

<p><b>resource mobilisation</b> to provide additional ingredients for school meals (such as spices and ingredients for flavouring) and well as training to improve <b>confidence, understanding and ownership</b> of the HGSFP M&amp;E activities. Stakeholders at all levels were least confident about their ability to implement the monitoring activities and expressed doubt about their ability to use Kobo for reporting.</p>			<p>process monitoring checklist and KOBO reporting.</p>		
<p><b>Recommendation 1.3 Consider implementing other changes to programme implementation</b>, including adopting a systematic approach to address changes in commodity prices, and reviewing HGSFP indicator targets that have been affected by the COVID-19 pandemic.</p>	<p>Cambodia Country Office</p>	<p><i>Agreed</i></p>	<p>WFP will include in the revision of the <b>HGSF manual a systematic approach to address changes in commodity prices within the section on procurement</b>. This revision will be informed by a consultative and extensive review of the procurement process and will improve flexibility around commodity price changes for all programme schools, including KOICA-supported schools.</p> <p><b>The KOICA project targets</b> that have been impacted by the pandemic have already been revised.</p>	<p>School Feeding [Area Office]</p>	<p>December 2023</p>
<p><b>Group 2: Recommendations to provide capacity strengthening support to national and sub-national</b></p>			<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

government, to facilitate the transition to the NHGSFP					
<p><b>Recommendation 2.1 Consider ways to strengthen the capacity of sub-national and national government stakeholders to manage the hand-over of schools from the KOICA-funded HGSFP to the NHGSFP under MoEYS management</b>, including additional measures (such as training) to ensure stakeholders including commune councils and school staff are aware of the specific details of the transition strategy and how it will affect their roles, responsibilities, and reporting duties.</p>	Cambodia Country Office	<i>Agreed</i>	<p>WFP will develop, with MoEYS, an <b>SOP on the management of the handover and will strengthen national and sub-national capacities during the transition process</b>. It will include communication to all relevant stakeholders of the transition in due time, training, and exchange visits to understand the implications of this change, as well as post-handover spot-check monitoring, coaching, and support. This SOP will be agreed upon between MoEYS and WFP.</p>	School Feeding [Area Office]	December 2023
<p><b>Recommendation 2.2 Continue to implement the capacity strengthening activities outlined in the Joint Transition Strategy to support MoEYS and other stakeholders to manage and implement the NHGSFP</b>, including implementing further capacity-strengthening activities to improve confidence around <b>monitoring and evaluation</b>,</p>	Cambodia Country Office	<i>Agreed</i>	<p>Following an M&amp;E capacity assessment, WFP will <b>design specific M&amp;E technical assistance targeted to the needs of the stakeholders to implement the M&amp;E framework</b>. The TA package is expected to enhance understanding and ownership of the HGSFP M&amp;E framework.</p> <p>In line with the response to Recommendation 2.1, WFP will</p>	School Feeding [M&E] [Area Office]	December 2024

<p><b>understanding and ownership of the HGSFP M&amp;E framework</b> among all stakeholders, adopting a strategy to <b>monitor the early phases of transition</b> before the final evaluation for the KOICA-funded HGSFP period in 2024, and considering extending technical support to MoEYS and the HGSFP beyond the planned programme period. The Joint Transition Strategy provides a detailed Action Plan to achieve this.</p>			<p>develop an SOP for the handover process. It will include pre- and post-handover support, including on monitoring. WFP will also regularly take stock of the progress of the Joint Transition Strategy Action Plan and update the plan in consultation with MoEYS. The next exercise to update this plan will be the SABER exercise (May-Sep 2023), which will identify the technical assistance support that MoEYS and other national stakeholders would need from WFP in the program period and beyond. An action plan from the JTS will be updated based on the SABER findings, and will guide the technical assistance and capacity strengthening support provided by WFP.</p> <p>To support the full transition of the program to MoEYS and provide technical assistance until the Government of Cambodia is fully capable of managing the HGSP program successfully, WFP will <b>propose a second phase of the KOICA project activities</b>, focusing on the technical assistance.</p>		
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