



Evaluation for evidence-based decision making | WFP Office of Evaluation

Evaluation Quality Assurance System (EQAS)

## **Management Response from WFP Cambodia Office to the recommendations of the decentralized evaluation of Endline evaluation Report of the FY2019 McGovern-Dole Project in Cambodia (FFE-442-2019-013-00) from September/2019 to August/2023**

1. This document, finalized in October 2023, presents the management response to the recommendations of the Endline evaluation Report of the FY2019 McGovern-Dole Project in Cambodia.
2. The evaluation, which was commissioned by WFP Cambodia Country Office covers the period from September 2019 to August 2023. The evaluation serves the dual purpose of accountability and learning and informed the end progress of the USDA funded SFP, and baseline evaluation of the next grant, FY 2022.
3. The evaluation made 6 key recommendations. The matrix sets out whether WFP agrees, partially agrees or disagrees with the 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</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed Partially agreed or Not agreed ? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<p><b>Priority: High</b></p> <p><b>Recommendation 1: WFP CO, together with MoEYS and other relevant government stakeholders, should conduct an assessment of technical assistance needs at different levels.</b> Based on this needs assessment, the specific skills required to provide this assistance should be identified and a plan of action should be developed and implemented. This will enable targeted and focused technical support that relevant and effective part of this exercise should be an evaluation to track the progress of programme implementation after handover, which would help to ensure that the programme is meeting its goals and that it is sustainable over the long term. <b>(Q1 of 2024)</b></p>	CO	Agreed	<p>1. WFP Cambodia conducted a SABER-SF exercise to assess government's capacity needs for the management of the NHGSFP. It is also supporting the General Secretariat of the National Social Protection Council to conduct a process evaluation to assess programme implementation after handover. Based on technical need identified in these assessments, WFP will support the government to develop a national action plan to strengthen their capacities at all levels and across the 5 SABER-SF policy goals. This will likely include continued support to evaluate the NHGSFP implementation. The technical assistance support will be integrated in WFP CO's activity workplans. WFP will identify skills required for such assistance, and will recruit or hire third-party service provider, depending on which ever is best placed to provide high-quality technical assistance to the NHGSFP.</p>	SF programme Unit (MoEYS and NSPC )	April 2024

<p><b>Priority: High</b></p> <p><b>Recommendation 2: WFP should play a role in convening stakeholders and facilitating optimal coordination between government entities (ministries, and departments within ministries) as well as at the community level.</b> This will strengthen the position of the CO as a strategic partner, ensure that all relevant stakeholders are involved, and provide opportunity for advocacy and awareness raising, including related to community (cash) contributions. <b>(December 2025)</b></p>	CO	<i>Agreed</i>	<p>1.WFP will provide secretariat support for the inter-ministerial coordination committee of the NHGSFP. <b>WFP is supporting the Prakas to set up the mechanism for inter-ministerial coordination. Once approved, WFP will convene stakeholders three times a year.</b> This activity has been planned within the FY22 MGD project.</p> <p><b>2. WFP will support the provincial administration to organize quarterly coordination meetings involving representatives of various sectors.</b></p> <p><b>3. WFP team will provide support to set a mechanism to ensure community engagement and contribution to the programme implementation and management at school level. Those include the provision of training on the roles of community in programme implementation and management and other awareness raising activities (nutrition day).</b></p>	SF programme Unit (MoEYS and NSPC )	December 2025
<p><b>Priority: Medium</b></p> <p><b>Recommendation 3: WFP should focus on supporting the schools that were handed over without being fully ready.</b> According to the JTS, all schools in a district are transitioned to the NHGSFP if 80 percent fulfils the criteria of readiness, leaving up to 20 percent with gaps in infrastructure or capacity. The support of WFP, especially on ensuring infrastructure is in place and school stakeholders are able to implement the programme</p>	CO	<i>Agreed</i>	<p><b>1. For schools that entered the NHGSFP before the transition strategy was developed (which include schools not handed over by WFP), WFP Cambodia will work with the government to budget and advocate for necessary investment to meet the minimum standards defined in the NHGSFP manual.</b></p> <p><b>2. In addition,</b> WFP will assess readiness of all schools before handing over districts to the government. WFP school feeding team with M&amp;E team plans to implement transition checklist to assess readiness from school year 2023/24. WFP plans that 100% fulfil readiness criteria before handover. However, if &lt;20% of schools do not</p>	SF programme Unit (MoEYS)	December 2024

procedures, will contribute to sustainability. <b>(Over the course of FY22 cycle).</b>			fulfil the criteria, handover of all schools in the district will proceed and WFP will continue to work with the Govt to ensure those schools to be fully ready.		
<b>Priority: High</b>  <b>Recommendation 4: WFP CO should continue its efforts, with the MoWA, to seek to integrate increased gender sensitivity into school meals processes.</b> This would include the identification of gender indicators that not only measure gender participation but also gender transformative change. <b>(Over the course of FY22 cycle).</b>	CO	<i>Agreed</i>	<p>1. WFP Cambodia will work with the RBB on a <b>gender analysis for gender sensitive and transformative school feeding</b>. Cambodia office is conducting a country case study as a part of the regional study, and this will have a country-specific presentation and recommendation. WFP Cambodia will ensure that the team conducting the regional study engage with the MoWA during their field mission with the support from RBB.</p> <p>2. WFP Cambodia will take forward the recommendation of the study to advocate for <b>gender-sensitive adjustments of the NHGSFP design, and gender-transformative considerations</b> to be reflected in updates of the NHGSFP ToC, policy, M&amp;E framework and operational manual.</p> <p>3. For the indicators, current result framework monitors all indicators (enrolment, attendance, attentiveness, completion, drop out, eating students and dietary diversity score) by gender. It should be discussed with <b>gender focal point to monitor gender transformative change</b>, beyond the gender disaggregation.</p>	SF programme Unit, Senior manager (MoEYS and MoWA ), CO Gender and protection officer, RBB	December 2024
<b>Priority: Medium</b>  <b>Recommendation 5:</b> <b>WFP CO should continue to improve their staffing profile to ensure sufficient in-house capacity to provide technical assistance.</b> Assessments of any gaps in current internal capacity and identifying the most suitable	CO	<i>Agreed</i>	<p><b>1. WFP will recruit a National Officer to support the strengthening of the National Home-Grown School Feeding Programme.</b> A key focus of the role will be to ensure that systems, processes and guidelines are in place to enable national and sub-national stakeholders to guide, implement, manage and monitor school feeding in Cambodia. The position will be based</p>	Senior management, SFP programme unit	December 2024

<p>individuals to provide the necessary technical assistance to the Government will facilitate the implementation of the next cycle of the McGovern-Dole project, as well as other aspects of the CSP, and ensure WFP remains relevant as a development partner in Cambodia. The presence of preferably national staff who have a thorough understanding of the workings of government – in addition to staff with strong technical expertise - is essential.</p> <p><b>(December 2024)</b></p>			<p>in the Ministry of Education, Youth and Sports to ensure consistent support to the Government. WFP will continue to assess any staffing gaps and recruit staff as required. For specialized areas of expertise, WFP may continue to rely on partnerships and external consultants, playing a facilitating role in providing the Government with technical assistance needs.</p>		
<p><b>Priority: Medium</b></p> <p><b>Recommendation 6: WFP CO should improve their M&amp;E systems to be able to easily monitor their project(s).</b></p> <p>Managing multiple school feeding projects complicates documenting and reporting. Having streamlined systems in place will enable programme staff to access updated and valid data on their projects, and will facilitate identifying issues, (donor) reporting and project monitoring. The CO should review the bottlenecks in information management and quality assurance of monitoring data and reporting, and make amendments based on the results</p>	CO	<p><b>Agreed</b></p>	<p>1. WFP Country office established the integrated, <b>multi year</b> school feeding programme monitoring and tracking tool (Indicator hub) which enables programme staff to access, update and analyze the performance of key programme indicators. When it comes to data quality and consistencies, M&amp;E unit plans to work with the programme team to validate the progress regularly. <b>For new MGD FY22 specifically, the indicator hub is updated to document correct and consistent data monitoring method and calculation methods.</b></p>	M&E Unit, Senior managet (SF programme Unit )	December 2024