

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE EVALUATION OF Final Activity Evaluation (DE/KHCO/2024/010): KOICA Supported Home-Grown School Feeding Programme in Cambodia in Kampong Thom, Kampong Chhnang and Pursat Provinces—2020 to 2024



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BACKGROUND

This document presents the WFP management response to the recommendations from the evaluation entitled “FINAL ACTIVITY EVALUATION (DE/KHCO/2024/010): KOICA SUPPORTED HOME-GROWN SCHOOL FEEDING PROGRAMME IN CAMBODIA IN KAMPONG THOM, KAMPONG CHHNANG AND PURSAT PROVINCES—2020 TO 2024 in Cambodia. The purpose of the evaluation was to serve the dual purpose of accountability and learning, while providing valuable policy guidance to the government ministries involved in the National Home-Grown School Feeding Programme (NHGSFP). Additionally, it will guide the design of the future phase of the KOICA-HGSF Programme and support interministerial coordination for successful implementation of the NGHFSF.

The evaluation made a total of 8 recommendations with 15 sub-recommendations. The response presented below sets out whether WFP agrees, partially agrees, or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and sub-recommendations [one recommendation/sub-rec per row, deadlines in brackets]	Recommendation and sub-recommendation lead office ¹	Action lead office ²	Management response ³ (agreed/ partially agreed/ not agreed)	Actions	Action deadline (Indicate month and year)	Status ⁴ (not started/ ongoing/ completed)
Priority: High Overall recommendation deadline: (Q4 2025) Recommendation 1: To improve the efficiency and effectiveness of the NHGSFP and elevate women's empowerment, WFP should support the national government in exploring different school feeding models, including ones that give a more prominent and valued role to cooks in school feeding activities. Note that this recommendation is contingent upon being able to provide cooks with increased and fair remuneration that reflects their workload and responsibilities, and thus has budget implications which may impact the practicality of this recommendation.	WFP CO (with NSPC, MoEYS)	WFP SF unit (with Gender and protection officer)	Agreed	WFP continues to explore with the Government to discuss and establish the most effective school feeding model/ modality. This includes the support to conduct full cost analysis of the programme which also examines different contexts and models for implementing the NHGSFP, including cook's incentives. Results will inform the government on choices of models, budget implications and possible financing options.	December 2025	On-going
Overall recommendation deadline: (Q4 2025) Sub recommendation 1.1: WFP should advocate for a school feeding model in which cooks have a central role ensuring both greater programme efficiency and long-term sustainability. This includes for example exploring:	WFP CO (with NSPC, MoEYS)	WFP SF unit (with Gender and	Agreed			

¹ Indicate the lead office, with any supporting offices in brackets

² Indicate the action lead, with any supporting offices in brackets

³ Indicate whether each recommendation and sub-recommendation is 'Agreed', 'Partially agreed' or 'Not agreed'. Briefly justify partially or not agreed

⁴ Indicate the current status of the action – Not started/ Ongoing/ Completed

<ul style="list-style-type: none"> Full-time employment: Enabling them to dedicate their time solely to the programme. Expanded responsibilities: Including tasks such as supplier relation/negotiation, hygiene management, and SFIS utilisation if possible. Comprehensive training: Equipping them with the necessary skills to fulfill their expanded roles. <p>Note that this recommendation is contingent upon being able to provide cooks with increased and fair remuneration that reflects their workload and responsibilities, and thus has budget implications which may impact the practicality of this recommendation.</p>		protection officer)				
<p>Priority: High Overall recommendation deadline: (Q4 2025)</p> <p>Sub recommendation 1.2: WFP should continue to technically assist the national government for sustainable financing of the national programme and for leveraging funding opportunities with donors or international financial institutions to advocate for school feeding models that are both effective and enhance women's empowerment.</p>	WFP CO (with NSPC, MoEYS)	WFP SF unit (with Gender and protection officer)	Agreed	WFP continues to implement the SFI (Sustainable Financing initiative) study to estimate the cost for models, to explore different programme modality and its cost implication to the national budget.	December 2025	On-going
<p>Priority: Medium Overall recommendation deadline: (Q4 2025)</p> <p>Recommendation 2: WFP can continue to build on the success of the school feeding programme and work to ensure a smooth and efficient transition to the government by exploring existing and additional ways of providing experts and/or embedding staff within relevant government offices. This approach will facilitate continued knowledge transfer, enhance contextual understanding, and strengthen the capacity of government staff to effectively manage the programme.</p>	WFP CO (with MoEYS)	WFP SF unit (with senior management)	Agreed	WFP continues to consult the government to support transition period and capacity support required. This includes continued staff support in MoEYS to support transition and the consultancy support for policy action plan.	December 2025	On-going

<p>Sub recommendation 2.1: WFP can continue to collaborate with the MoEYS to identify capacity needs or gaps that would benefit from external expertise. This collaborative process should consider the timeline, required competencies, and specific government offices where WFP expertise would be most beneficial. Potential examples may include continuing to embed staff and/or exploring ways to provide government offices with a suite of experts.</p>						
<p>Priority: High Overall recommendation deadline: (As soon as the NSFC is functional)</p> <p>Recommendation 3: As soon as the National School Feeding Committee (NSFC) members are assigned, technical, administrative, and potentially financial support will be needed for this committee to operate and meet on a regular basis. As a partner of choice for school feeding activities, WFP should strive to mobilise resources to ensure this expertise and funding are available to allow for the good functioning of the committee during its first years.</p> <p>Sub recommendation 3.1: WFP should maintain a proactive role as the partner of choice for school feeding programme, ensuring the NSFC has the necessary resources to thrive. In times of limited funding, WFP should leverage future funding opportunities by advocating for the critical role of the NSFC in coordinating the NHGSFP at the government level. Collaboration with partners such as the World Bank and the School Meals Coalition could further support these efforts.</p>	WFP CO (with MoEYS)	WFP SF unit	Agreed	WFP will support the National School Feeding Committee (NSFC), both technical and financial to support the functioning of the committee in its first year. WFP staff plan to regularly participate and support the secretariat role of the SF committee, if the committee agrees.	December 2025	On-going
<p>Priority: High Overall recommendation deadline: Before the next bidding session (Sep 2025)</p> <p>Recommendation 4: To optimise programme efficiency and effectiveness, WFP can consider</p>	WFP CO (with NSPC, MoEYS, MAFF)	WFP SF unit	Agreed	WFP will continue to provide technical assistance to the government to enhance the procurement process for NHGSFP. In school year 2024-25, WFP has initiated a pilot in 7 districts to explore more integration of farmers and agricultural	December 2025	Ongoing

<p>piloting and documenting different procurement models to inform Government's decisions on the best models for the national programme. These include either collaborating with suppliers, farmers, or agricultural cooperatives with expertise and capacity in food production and distribution or allocating substantial funding to provide strong support for smallholder traders and farmers. This will directly influence the evolution of the procurement process in the coming years even if immediate changes in the bidding process need to be addressed. Capacity building for vulnerable smallholder farmers with limited experience should remain a priority, but it should not come at the expense of the efficiency of the school feeding programme.</p>				<p>cooperatives in the HGSF supply chain based on capacity of ACs informed by consultations with MAFF, MoEYS and sub-national authorities. Results of the pilot will be shared with government to inform and contribute to the documentation of various procurement models.</p>		
<p>Priority: High Overall recommendation deadline: Before the next bidding session (Sep 2025)</p> <p>Sub recommendation 4.1: WFP should internally discuss the balance between ensuring the efficiency of school feeding activities and supporting smallholder traders and farmers, taking into account its mandate, financial capacity, and government objectives. If WFP is willing to continue working with smallholder traders and farmers, this would imply ongoing, year-round training with competent implementing partners and integrating the Ministry of Agriculture, Forestry, and Fisheries (MAFF) into the process.</p>	<p>WFP CO (with MAFF)</p>	<p>WFP School feeding unit, Food systems unit.</p>	<p>Agreed</p>	<p>WFP continues to provide technical assistance to the government to diversify procurement models to enhance supply chain efficiency, including use of agriculture cooperatives. A package of supply side interventions and activities has been drafted and engagement will be done with government especially through MAFF partnership, for consensus and how to implement a gender-responsive NHGSFP procurement strategy, including resource mobilization</p>	<p>December 2025</p>	<p>Ongoing</p>
<p>Priority: High Overall recommendation deadline: Before the next bidding session (Sep 2025)</p> <p>Sub recommendation 4.2: WFP should build on the existing procurement pilot in Pursat Province by exploring other bid evaluation methods beyond the lowest bid criteria.</p>	<p>WFP CO (with NSPC, MoEYS, MAFF)</p>	<p>WFP SF unit (with FS unit)</p>	<p>Agreed</p>	<p>WFP is providing technical assistance to refine other supplier selection methods that will be used in the next bidding season (Sept 2025). Once agreed, the new method will be applied both in WFP and government supported schools, including related SFIS changes.</p>	<p>September 2025</p>	<p>On-going</p>

<p>Priority: High Overall recommendation deadline: As soon as possible so that suppliers and actors can participate in the next bidding session (Sep 2025)</p> <p>Sub recommendation 4.3: Building on the procurement pilots already in place, WFP should explore to work with the same suppliers over the years. This could be done by adding a criterion based on previous performance within the programme, for example.</p>	WFP CO (with MoEYS, MAFF)	WFP SF unit (with FS unit)	Partially agreed	WFP will consult with government and explore possibility of other contract arrangements, in alignment with Cambodia's public procurement law and guidelines.	December 2025	On-going
<p>Priority: High Overall recommendation deadline: As soon as possible so that suppliers and actors can participate in the next bidding session (Sep 2025)</p> <p>Sub recommendation 4.4: As the findings show that the procurement system is constrained by the budget allocated to school feeding by the government, WFP should continue providing technical assistance to the government for programme's sustainable financing to bridge this gap, including exploring opportunities with donors and IFIs. This will allow suppliers to respond to market dynamics without using coping mechanisms that hinder the procurement process.</p>	WFP CO (with MoEYS, Donors, IFIs)	WFP SF unit (with senior management)	Partially agreed	WFP will support the government with developing evidence-based rationale to increase ration allowance. This includes finalization and endorsement of the school meals nutrition standards and guidelines (SMNS), to inform basis and serve as long term vision for increasing student ration, including advocacy with government, partners and donors.	December 2025	Ongoing
<p>Priority: High Overall recommendation deadline: Q4 2025</p> <p>Recommendation 5: The current market monitoring (HGSF commodity price monitoring) carried out by WFP should be re-designed and handed over to the MAFF as per the national sub-decree. This should be implemented in the context of the review and pilot of school feeding models (recommendation 1 and 4) to conceptualize an efficient and sustainable mechanism for the MAFF to continue HGSFP commodity price monitoring.</p>	WFP CO (with MAFF)	WFP VAM Officer, SF unit	Agreed	<p>WFP has redesigned its current market monitoring to focus on strengthening MAFF's price monitoring system. The WFP-MAFF agreement has been formulated, and its implementation is ongoing.</p> <p>HGSF and AMO food commodities have been reviewed and mapped out. The unmatched food commodities from HGSF have identified and shared with AMO for integration proposal. AMO is in the process of recruiting an expert for this integration</p>	Dec 2025	Ongoing

Sub recommendation 5.1: WFP should collaborate with the MAFF to identify and embed HGSP commodity price monitoring mechanism into the MAFF's Agricultural Management Information System. This recommendation should be adapted based on the evolution of the school feeding procurement model (recommendation 4 and its sub-recommendations) for MAFF to have the capacity to support the national programme implementation in coming years. (The commodity price monitoring mechanism should be redesigned to better reflect the market price in remote areas)				work which includes revising/updating AMIS's food list, database and website.	Dec 2025	ongoing
<p>Priority: High Overall recommendation deadline: Q4 2025</p> <p>Recommendation 6: WFP should collaborate with and advocate for relevant stakeholders including the NHGSP, the Ministry of Woman's Affairs (MoWA), to ensure a coherent and context-adapted gender-responsive approach for all school feeding activities.</p> <p>Sub recommendation 6.1: Through engaging with the established school feeding inter-ministerial coordination committee, which includes MoWA, advocate for at least the following:</p> <ul style="list-style-type: none"> • Establish clear and measurable objectives in terms of promotion of gender equity and GEWE in Cambodian school feeding programme • Explore advocacy paths to promote GEWE by ensuring that cooks are fairly compensated for the value of the work they perform. 	WFP CO (with MoWA)	WFP SF unit (with Gender and protection officer)	Partially agreed	Throughout the first half of 2025, WFP will develop a TA package for Government endorsement which will feed into the SF policy action plan. Within this TA package, a coherent gender responsive approach will be developed together with inter-ministerial coordination committee included MoWA, where WFP will actively advocate for promotion of gender equity and GEWE in each Policy Action Plan strategies and objectives.	Dec 2025	On-going
<p>Priority: High Overall recommendation deadline: As soon as possible</p> <p>Sub recommendation 6.2: WFP can work more closely to link national actors dedicated to gender</p>	WFP CO (with MoWA, NGOs, civil society, UN agencies)	WFP SF unit (with Gender and	Partially agreed.	Efforts can be strengthened throughout the year particularly at the sub-national level to ensure linkages with appropriate institutions as part of TA support.	Dec 2025	On-going

equity (i.e., institutions, NGOs, civil society, UN agencies) with the national programme to ensure the gender aspects of the programme are better embedded.		protection officer)				
<p>Priority: High Overall recommendation deadline: Q4 2025</p> <p>Recommendation 7: WFP should continue to advocate for and, when requested, provide technical assistance to the Government of Cambodia to ensure longer-term sustainable financing mechanisms are explored and identified by the government. This should include long-term solutions for key financial components such as food provision and cook compensation as well as addressing others such as infrastructure maintenance. The approach should focus on developing a holistic and feasible financing framework that aligns with the needs of an effective and sustainable school feeding programme.</p> <p>Sub recommendation 7.1: As both food provision and cook compensation are critical for reaching an effective and sustainable programme, WFP should continue advocating for additional funding in these areas. Recognising the limited resources of the Cambodian government, WFP should continue leveraging its network and reputation as a leading actor in school feeding to support the Government in exploring financing options from donors, international financial institutions (IFIs), and global initiatives such as the School Meals Coalition (see recommendation 1.2).</p>	WFP CO (NSPC)	WFP SF unit (with senior management)	Agreed	As part of technical assistance and leveraging WFP's global partnership with the School Meals Coalition, a full costing analysis of the NHGSFP has started in Cambodia as part of the Sustainable Financing Initiative (SFI) based on approved scope of work by NSPC. The results will inform the government on resource requirements for a quality programme (covering different NHGSF requirements), identify financing options and feed into dialogue and advocacy with other stakeholders regarding investments in school feeding programme	Dec 2025	Ongoing
<p>Priority: Medium Overall recommendation deadline: Long term</p> <p>Sub recommendation 7.2: To ensure the long-term functionality of school feeding infrastructure, WFP can advocate to the Government, and if</p>	WFP CO (NSPC)	WFP SF unit (with senior management)	Agreed	As part of SFI, various costing scenarios will be explored. Depending on government priorities for school feeding, a phased approach for infrastructure development and maintenance to minimise overall budget implications on food budget and cook	Dec 2025	Ongoing

requested provide technical support for, developing a sustainable maintenance strategy. This may include providing technical assistance on maintenance planning, exploring innovative financing mechanisms, and advocating for increased government investment as budgetary conditions allow. However, this recommendation should not be prioritised over increasing the food budget nor the salary of cooks.				incentive. Through the seconded staff position at MoEYS, WFP is supporting MoEYS to develop clear planning of infrastructure requirement by mapping out the list of schools require to build new infrastructure to NSPC for budget allocation in 2026 and beyond.		
<p>Priority: Medium Overall recommendation deadline: Before the start of the next KOICA phase</p> <p>Recommendation 8: WFP should ensure that all monitoring indicators for the next KOICA phase are more specific, disaggregated, and easily measurable throughout the programme. This will allow more efficient monitoring of the programme, especially for new incoming staff and for external ETs.</p> <p>Sub recommendation 8.1: To enhance the specificity and utility of programme monitoring data, WFP should further disaggregate key indicators. This disaggregation should consider various dimensions, such as:</p> <ul style="list-style-type: none"> • Training Type and Content: Differentiating between various training modalities (e.g., one-off, multi-day, recurring) and topics (e.g., school feeding management, agricultural practices, programme monitoring) to assess the effectiveness of different approaches. • Trainee Categories: Disaggregating data by trainee categories (e.g., national-level staff, sub-national government staff, school personnel) to understand the reach and impact of capacity-strengthening efforts. 	WFP CO	WFP M&E unit	Agreed	<p>During the project document formulation phase of KOICA II project, project monitoring matrix was formulated in close consultation with KOICA, for all performance indicators to be disaggregated by sex and by grade (when applicable).</p> <p>There is no specific training indicator, but there are two indicators with QCM and study tour. Monitoring matrix will include number of individuals participate in these activities, disaggregated by sex and by geographical location.</p>	June 2025	Completed

<p>Priority: Medium Overall recommendation deadline: Before the start of the next KOICA phase</p> <p>Sub recommendation 8.2: To ensure clarity and comparability, target numbers should be accompanied by explanations detailing:</p> <ul style="list-style-type: none"> • Time frame: Specify whether targets are cumulative over the programme's duration or if they are yearly targets. • Units: Consider different the units of measurement which could be better adapted depending on the target. This could include: <ul style="list-style-type: none"> ○ Absolute numbers (e.g., number of beneficiaries, quantity of food supplies) ○ Percentages (e.g., percentage of cooks to be trained) ○ Ratios (e.g., number of staff per school to be trained) 	WFP CO	WFP M&E unit	Agreed	The KOICA II project monitoring matrix was formulated in close consultation with KOICA, with clearly defined indicator definition and calculation method. Targets are presented in absolute numbers or percentages, depending on the most appropriate measurement for tracking progress.	June 2025	Completed
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