



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
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TERMS OF REFERENCE CAMBODIA: AN EVALUATION OF WFP PORTFOLIO (2011-2016)

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1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured in sections, as follows: 1 provides information on the context; 2 presents the rationale, objectives, stakeholders and main users of the evaluation; 3 presents the WFP portfolio and defines the scope of the evaluation; 4 identifies the evaluation approach and methodology; 5 indicates how the evaluation will be organized and findings communicated.

1.1. Introduction

2. The World Food Programme (WFP) Office of Evaluation (OEV) will conduct a country portfolio evaluation (CPE) in Cambodia in 2017. CPEs encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. CPEs help Country Offices (CO) in the preparation of Country Strategic Plans and United Nations Development Assistance Framework (UNDAF) cycles, and provide lessons that can be used in the design of new operations.

1.2. Country context

Geography, population and political system

3. The Kingdom of Cambodia is situated in the southwest of the Indochinese peninsula. It has a land area of 181,035 square kilometres and population of 15.2 million people (2014). The capital and largest city is Phnom Penh, the political, economic, and cultural center of Cambodia. Like in the rest of Southeast Asia, Cambodia's climate is characterized by two main seasons: the monsoon, which brings rain from mid-May to October, and dry season from November to April.

4. An estimated 93 percent of the population is Theravada Buddhist. Other religious minorities include Muslims (3.5 to 5 percent of the population), Christians (approximately 2 percent of the population) and Mahayana Buddhists.

5. The kingdom is a parliamentary constitutional monarchy. The son of former king Norodom Sihanouk, King Sihamoni was sworn in as monarch on 29 October 2004. The prime minister is Hun Sen who has been in power since 1985. He was reappointed by parliament in September 2013 for a further five-year term. The country will hold commune council elections in June 2017 and National Assembly elections in 2018.

Economy and development

6. Following more than two decades of strong economic growth, the World Bank officially revised the status of Cambodia's economy in July 2016¹, moving it up a rung from the low-income bracket into lower-middle income territory².

7. While remaining robust, growth in 2015 eased to 7 percent, slightly below the 7.1 percent achieved in 2014. The garment sector, construction, and services have been

¹ The reclassification was based on Cambodia's GNI per capita increase to 1,070 US\$ in 2015, above the threshold of \$1025 for low-income countries

² <http://www.worldbank.org/en/country/cambodia> (visited January 2016)

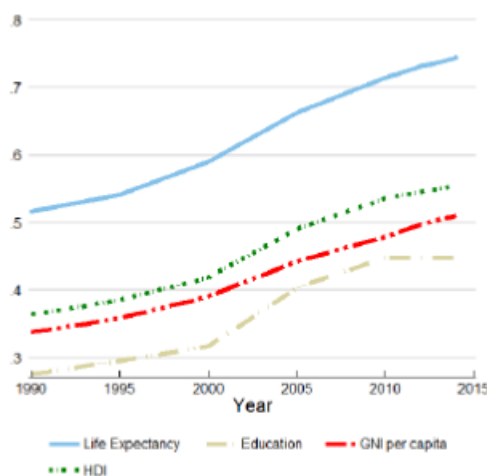
the main drivers of the economy. Growth is projected to reach 7 percent in 2016, propelled by exports, construction, and government consumption. Tourism eased while agriculture is likely to expand due to better weather conditions.

8. Poverty continues to fall in Cambodia, albeit more slowly than in the past. In 2012, the poverty rate was 17.7 percent. About 90 percent of the poor live in rural areas. While Cambodia achieved the Millennium Development Goal (MDG) of halving poverty in 2009, the vast majority of families who escaped poverty were only able to do so by a small margin, thus around 8.1 million people are near-poor. Poverty is expected to continue declining over the next few years, driven mainly by growth in the garment, construction, and services sectors in urban areas. The agriculture sector, which was the main driver of poverty reduction in the past, has recently eased.

9. Cambodia’s Human Development Index³ (HDI) value for 2014 is 0.555— which put the country in the medium human development category—positioning it at 143 out of 188 countries and territories. Between 1990 and 2014, Cambodia’s HDI value increased from 0.364 to 0.555, an increase of 52.4 percent.

10. Figure 1 shows the contribution of each component index to Cambodia’s HDI since 1990.

Figure 1. Trends in Cambodia’s HDI indices 1990-2014



Source: Cambodia briefing note, 2015 HDR - UNDP

11. However, when the value is discounted for inequality, the HDI falls to 0.418, a loss of 24.7 percent due to inequality in the distribution of the HDI dimension indices. The average loss due to inequality for medium HDI countries is 25.8 percent and for East Asia and the Pacific it is 19.4 percent. The Human inequality coefficient for Cambodia is equal to 24.6 percent.

12. Annex 1 provides information on various indicators relevant to the Cambodia portfolio.

13. Cambodia’s long-term development vision is guided by the Rectangular Strategy for Growth, Employment, Equity and Efficiency and the National Strategic Development Plan (NSDP). The 2009–2013 NSDP articulated the Government’s vision to achieve the Cambodia MDGs and reduce poverty. The National Social Protection Strategy set out the Government’s approach to harmonizing and expanding social safety net coverage and mainstream food insecurity and nutrition in many interventions. The NSDP has since been renewed for five more years, and additionally a five year National Strategy for Food Security and Nutrition (NSFSN) was introduced in 2014.

Livelihoods

14. A common pattern in Cambodia is the versatility of livelihoods. Cambodian families compose their livelihood from many different sources that change according to the seasons of the year. They supplement the subsistence production or cash income received from the main source of livelihood with other kinds of work. For instance, livelihood gained from own agricultural production is supported by selling home

³ UNDP Human Development Report 2015, Briefing note for countries on the 2015 Human Development Report (Cambodia) 2015

grown vegetables or doing casual paid work. Agriculture is the primary source of livelihood, especially in the lowest income groups⁴.

15. Despite high levels of participation in the economy, women benefit less from their participation than men. About 70 percent of employed women, compared to 59 percent of employed men, remain in vulnerable employment. Women's employment is highly concentrated in three sectors, which account for 89 percent of all women's employment: (i) agriculture, forestry and fisheries; (ii) wholesale and retail trade and services; (iii) manufacturing. In the micro to medium enterprise sector a high percentage of businesses are owned and run by women, however those enterprises are mostly informal and contribute little to overall economic growth⁵.

16. Agriculture contributed 37 percent to the GDP and employed about 67 percent of the workforce in 2012. Most Cambodian farmers are smallholders with less than two hectares per household. Seventy-five percent of cultivated land is devoted to rice, primary commodity and source of income for the majority of farmers and 25 percent to other food and industrial crops, primarily rubber.

17. Paddy is also a key commodity for exports: in 2013, Cambodia exported a record level of 1.2 million tons of rice, accounting for more than 3 percent of the total worldwide rice exports⁶. A specific high-level policymaking body, the Council for Agriculture and Rural Development (CARD)⁷, is responsible for formulating the government's road map for agricultural and rural development.

18. Freshwater and marine fisheries and aquatic resources provide employment to over three million people. Fish is also a major source of protein in the domestic diet.

Food security, health and nutrition

19. With higher incomes, an increasing number of households are able to afford sufficient food while utilizing a larger portion of their income to cover other household expenses and investments⁸. Increased income appears to be translating into more diverse and nutritious diets, especially among the poorest segment of the population⁹.

20. However, highlighting the food access difficulties experienced by poor and near poor populations, Cambodia Socioeconomic Surveys indicate that dietary energy consumption amongst the two poorest quintiles of the population is roughly 32 lower than the richest quintile, resulting in a national undernourishment prevalence of 33 percent. Energy deficits are slightly higher for females than males.

21. Overall, 32 percent of Cambodian children under age 5 are stunted, and 9 percent are severely stunted with very little difference in the level of stunting by gender. The disparity in stunting prevalence between rural and urban children is substantial: 34 percent of rural children are stunted, as compared with 24 percent of urban children.

22. Ten percent of children under age 5 are wasted, and 2 percent are severely wasted. Wasting prevalence does not differ substantially by sex and is higher among rural children than urban children (10 percent versus 8 percent)¹⁰.

4 Livelihood resilience and food security in Cambodia, University of Turku, 2011

5 Women's economic empowerment, Cambodia gender assessment, Ministry of Women's Affairs, 2014

6 FAO Cambodia country fact sheet on food and agriculture policy trends, 2014

7 See <http://card.gov.kh/en> for more information about Cambodia agriculture policies and strategies.

8 Cambodia Food Price and Wage Bulletins, WFP

9 Food Security Trend Analysis Report, Cambodia Socio-economic Surveys, 2004 and 2009; NIS/ MoP, EU and FAO

10 Cambodia Demographic and Health Survey 2014

23. Cambodia has made good strides in improving maternal health and reducing child mortality, however health remains an important challenge and development priority. The maternal mortality ratio per 100,000 live births decreased from 472 in 2005 to 170 in 2014, the under-five mortality rate decreased from 83 per 1,000 live births in 2005 to 35 per 1,000 in 2014¹¹.

24. Seventy-nine percent (12.3 million people) do not have access to piped water supply and 58 percent (9.3 million people) do not have access to improved sanitation (2015).

25. The HIV prevalence in Cambodia among general population aged 15-49 decreased gradually from 1998. The prevalence has dropped gradually after large scale program interventions across the country which led to drop in HIV prevalence among general population aged 15-49 to 0.9 percent in 2006 and 0.7 percent in 2013¹². Cambodia's HIV epidemic remains concentrated among certain populations at higher risk of HIV infection: sex workers, male homosexuals, transgender persons and people who inject drugs. It is likely that prisoners are also at higher risk although there are few data available on HIV prevalence among these groups.

26. The Government health agenda is reflected in the Second Health Sector Strategic Plan 2008-2015.

Education

27. There has been a considerable expansion in the availability of schools and children's access to education over recent years. While more Cambodian children are entering school –with primary net enrolment increasing from 87 percent to 98 percent between 2001 and 2015 (including private schools)–marginalized children are still deprived of their right to an inclusive and quality education. Children from poor rural families, ethnic minorities and those with disabilities are more likely to be excluded from, or not complete primary school, with little difference between boys and girls¹³.

28. According to the NSDP, the Government is committed to equitable access to universal basic education. Education policies are framed in the Education Strategic Plan 2014 – 18¹⁴.

Climate change

29. Cambodia is highly vulnerable to natural disasters, with regular monsoon flooding in the Mekong and Tonle Sap basin and localized droughts in the plains region. Cambodia experienced extensive flooding at the end of 2011 and again in 2013, causing severe damage to livelihoods and to rice crops across flood-affected provinces.

30. The country is considered one of most vulnerable in Asia to impacts of climate change due to its low adaptation capacity. Cambodia has suffered hundreds of deaths and large economic losses as a result of extreme floods in recent years, which are expected to worsen as climate change impacts accelerate¹⁵. Rural populations are most at risk to destructive climatic events such flood and drought. The majority of natural disasters in the country are flood related.

31. The national plan to meet these environmental challenges is the Cambodia Climate Change Strategic Plan 2014 – 2023 (CCCSP). One of the strategic objectives

11 <http://www.worldbank.org/en/country/cambodia> (visited January 2016)

12 Monitoring Progress Towards the 2011 UN Political Declaration on HIV and AIDS, Cambodia National AIDS Authority (NAA), 2015

13 <https://www.unicef.org/cambodia/12962.html> (visited January 2016)

14 <http://www.moeys.gov.kh/en/policies-and-strategies/559.html#.WI9QjVMrLDA>

15 <https://www.adb.org/countries/cambodia/main> (visited January 2016)

set up in the CCCSP is to promote climate resilience through improving food, water and energy securities.

32. The main strategy seeking food security is: increasing capacity to address climate-induced opportunities in agricultural production systems, ecosystems, and protected areas, focusing on agricultural diversification (e.g. crops, livestock etc.), increase in productivity (e.g. crops, fisheries, livestock, forestry etc.), opportunity for new cropping, and watershed and ecosystem management¹⁶.

Table 1: Main natural disasters in Cambodia and estimated damages (2011-2016)

Major Disasters Cambodia 2011-2016			
Month	Year	Damages (USD)	Disaster
May	2016	2500000	Drought
July	2014	530450	Flood
September	2013	1500000	Flood
September	2012	71500	Flood
August	2011	1640023	Flood

Source: EM-DAT The international disaster database

33. Table 1 above shows the main natural disasters in Cambodia and the estimated damages between 2011 and 2016.

Gender

34. Although many improvements are noted for women’s empowerment in the past 10 years, gender disparity remains a challenging issue in Cambodia. The Gender Inequality Index¹⁷ (GII) value in Cambodia is 0.477, ranking it 104 out of 155 countries in the 2014 index.

35. In Cambodia, 19 percent of parliamentary seats are held by women, and 9.9 percent of adult women have reached at least a secondary level of education compared to 22.9 percent of their male counterparts. Female participation in the labour market is 78.8 percent compared to 86.5 for men.

36. For every 100,000 live births, 170 women die from pregnancy related causes; and the adolescent birth rate is 44.3 births per 1,000 women of ages 15-19.

37. The Ministry of Women Affairs works to integrate gender equality into policies and programs, and as a coordinator and facilitator for gender mainstreaming across government. The NSDP also includes provisions for gender equality.

2. Reasons for the evaluation

2.1. Rationale

38. Cambodia was selected for a CPE according to criteria aligned with WFP’s Evaluation Policy 2016-2021 that ensure balanced coverage of countries in which WFP is operating, in proportion with WFP’s Programme of Work, and timeliness of evaluation information for WFP’s strategic decision making in relation to development of Country Strategic Plans. The new Cambodia Country Strategic Plan is due for approval in November 2018.

¹⁶ <http://www.fao.org/faolex/results/details/en/?details=LEX-FAOC143041> (visited January 2016)

¹⁷ The GII reflects gender-based inequalities in three dimensions – reproductive health, empowerment, and economic activity. Reproductive health is measured by maternal mortality and adolescent birth rates; empowerment is measured by the share of parliamentary seats held by women and attainment in secondary and higher education by each gender; and economic activity is measured by the labor market participation rate for women and men. The GII can be interpreted as the loss in human development due to inequality between female and male achievements in the three GII dimensions.

39. The evaluation is an opportunity for the Country Office to benefit from an independent assessment of its 2011-2016 (1 July 2011 – 30 June 2016)¹⁸ portfolio of operations in line with WFP’s Strategic Plans (2008-2013 and 2014-2017).

2.2. Objectives

40. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- Assess and report on the performance and results of the country portfolio in line with the WFP mandate, Country Office strategic positioning and in response to humanitarian and development challenges in Cambodia; and
- determine the reasons for observed success or failure and draw lessons from experience to produce evidence-based findings to allow the Country Office to make informed strategic decisions about positioning itself in Cambodia, form strategic partnerships, and improve operations design and implementation whenever possible.

2.3. Stakeholders and users of the evaluation

41. The key intended users of the evaluation findings and recommendations are the Country Office in liaison with the Government of Cambodia and other UN and Non-UN partners. The Bangkok Regional Bureau (RB) is expected to use the evaluation findings to strengthen its role in providing strategic guidance and regional integration of programmes. Lastly WFP Headquarters (HQ) management will also use the findings for accountability and strategic advocacy.

42. The evaluation corresponds with the 2010-2015 WFP Country Strategy and the 2011-2015 UNDAF. The timing of this CPE and the evidence provided will feed into the design of the Country Strategic Plan and UNDAF cycle starting in 2019. As such, this CPE is weighted more upon the learning objectives than accountability. The CPE and the understanding of how WFP adapted to Cambodia transition into a MIC will also contribute to WFP’s corporate learning.

43. Other stakeholders in the evaluation include the WFP Executive Board (EB), donors and beneficiaries of WFP assistance. The table below provides a preliminary list of stakeholders. A thorough analysis will be done by the evaluation team during the inception phase. More specifically, the team should conduct a gender responsive analysis identifying the principal types of internal and external stakeholders. More information on the external stakeholders can be found in Annex 2.

Table 2. Evaluation stakeholders

Stakeholders	
Executive Board (EB)	As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations and their harmonisation with strategic processes of government and partners.
Beneficiaries: women, men, boys and girls	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.
Government (including partner Ministries)	The Government of Cambodia (GoC) has a direct interest in knowing the effectiveness of WFP interventions as well as the extent of interventions alignment with national priorities and harmonization with other agencies in order to provide the right kind and levels of assistance to the people of Cambodia. The main GoC counterparts are the Ministry of Education, Youth and Sport (MoEYS), Ministry of Health (MoH), Ministry of Rural Development (MRD), National Committee for Sub-National Democratic Development (NCDD) and Sub-National Administration (incl. Commune Councils and Districts), Council

¹⁸ The CP 200202 extension from 1 July 2016 to 31 Dec 2018 is not part of this evaluation review period.

Stakeholders	
	for Agricultural and Rural Development (CARD), National Committee for Disaster Management (NCDM)
Donors	WFP activities are supported by donors' contributions. They have an interest in knowing whether their funds have been spent effectively and efficiently.
UN agencies and groups, and multilateral institutions	UN agencies have a shared interest with WFP in ensuring that the ensemble of UN support is effective and complementary in support of the population's needs, gender equality and human rights. The main UN partners for WFP's portfolio in Cambodia are FAO, UNAIDS, UNICEF and WHO. WFP also partners with the World Bank.
NGO partners and other organizations	NGOs are WFP's partners in programme implementation and design and as such have a stake in the WFP assessment of its portfolio performance as well as an interest in its strategic orientation. WFP worked with various NGOs covering the different activities such as AMK, CARE, Education Partnership For the Smile of a Child, Kampuchean Action for Primary Education (KAPE), Plan International Cambodia, Samaritan's Purse, School Aid Japan, World Vision, Caritas Cambodia, Khana or RACHA.

3. Subject of the evaluation

3.1. WFP's portfolio in Cambodia

44. WFP has been present in Cambodia since 1979. A total of 3 different operations budgeted USD 156,395,487, 1 bilateral operation, USD 210,495.70, and 1 trust fund, USD 192,308 have been active over the period under review. WFP's assistance is articulated through a Country Programme (CP) and focuses on marginalized Cambodians living in the most food-insecure provinces. The CP 200202 was approved by the WFP Executive Board in June 2011 for an initial period of 5 years (2011-2016), replacing the previous PRRO and development projects. There have been 8 amendments (budget revisions) to the initial project document. With budget revision 8, the CP was extended until December 2018 in line with the 2016 – 2018 United Nations Development Assistance Framework (UNDAF) cycle.

45. During the extension period all programme components will continue in line with the existing CP¹⁹ and prior budget revisions. Geographical focus remains similar, while the programme's scale reflects revised resource forecasts and a continued shift from direct implementation to a provider of strategic and technical assistance to the Government and other national stakeholders. While direct food assistance is reduced in the CP extension, cash assistance was anticipated to increase, as was the number and cost of activities supporting capacity development and augmentation. The programme aimed to focus on communities in areas of lowest household resilience, high migration, greatest risk of drought and/or floods, activity convergence, and the presence of partners with strong community engagement.

46. Also within the evaluation period, a one-month immediate response EMOP (IR-EMOP) was targeted to areas affected by floods in 2011, followed by a 12 month EMOP 200373 from November 2011 to November 2012 with one budget revision.

47. A bilateral operation between WFP and the Programme for Appropriate Technology in Health (PATH) was signed in 2012 for the provision of technical assistance in the context of an intervention study of fortified rice in the schools meals programme.

48. A trust fund granted to support the Humanitarian Response Forum (HRF) in humanitarian coordination and information management on emergency

19 The specific objectives of the CP extension fall out of the evaluation period. However, the extension represents a transition period towards the new Country Strategic Plan which this evaluation will inform. For more details on the CP extension specific objectives see Cambodia CP 200202 Budget Revision 8.

preparedness, humanitarian and early recovery has been active between 2013 and 2016.

49. A thorough analysis of the various objectives stated in the Country Strategy, project documents and budget revisions will be conducted by the evaluation team during the inception phase in order to establish a benchmark set of data by which portfolio performance will be assessed.

50. A midterm operation evaluation of the CP conducted in 2014²⁰ highlighted the need to strengthen focus on handover roadmaps and strategies, and greater programme synergies; sharper geographical targeting, greater focus on nutrition sensitive approaches, and enhanced community engagement; and ongoing research to inform national food security and nutrition decision making.

51. In 2014 the national Strategic Review²¹ identified structural and institutional challenges for social protection, food security and nutrition, and supported WFP's intent to work towards strengthening national capacities and institutional infrastructure. This review was initially meant to feed a pilot Country Strategic Plan (CSP) process, but the exercise was cancelled and eventually replaced by a Country Programme extension.

52. The CP aimed to reposition WFP through three transitions: 1) from recovery to development reflecting the level of stability achieved in the country; 2) from food aid to food assistance, expanding the modalities to include cash and vouchers in addition to food transfers, and 3) from implementer to enabler of national ownership and capacity. Social protection is a cross-cutting area to which WFP aimed to add value in advocacy and modelling of interventions. Furthermore, advocacy and institutional development support and formulation of handover strategies were integral parts of the CP in support of WFP's Strategic Objectives.

53. The CP has two objectives:

- Beneficiary level: To support and strengthen the food and nutrition security of the most vulnerable households and communities in ways that build long-term social capital and physical assets.
- Systems level: To build models and strengthen capacities that promote the development of sustainable national food security systems.

54. The CP aimed to address WFP Strategic Objectives 2, 4 and 5, contribute to the Cambodia Millennium Development Goals 1, 2, 3, 4, 5, 6, and 7 and support outcomes 1, 2 and 5 of UNDAF 2011-2015.

55. The CP had three components: Education, Nutrition and Productive Assets and Livelihood Support (PALS). See Annex 3 and CP 200202 project document for specific objectives, targets and activities.

56. WFP also works with national authorities towards improved understanding of resilience patterns and analysing transient shocks and vulnerabilities. A Consolidated Livelihood Exercise for Analyzing Resilience (CLEAR) was undertaken to inform long term development programmes and seasonal drought and flood preparedness.

20 Operation evaluation Cambodia CP 200202, a mid-term evaluation of WFP's Country Programme 2011-2016, 2014

21 Cambodia: Strategic Review of Food and Nutrition Security Issues for an Emerging Middle Income Country (2014 – 2018), 2014

57. The timeline below shows the operations implemented in Cambodia over the period under review as well as an overview of the funding levels of WFP portfolio of operations, the metric tons of food distributed and the number of beneficiaries reached.

Table 3. Timeline and funding level of WFP portfolio in Cambodia 2011 – 2016

Operation	Time Frame	2011	2012	2013	2014	2015	2016	
CP 200202	01 July 2011- 31 December 2018						REQ: 144170335 REC: 77753896 FUNDED: 54%	
EMOP 200373	15 November 2011- 14 November 2012	REQ: 11725152 REC: 6160132 FUNDED: 53%						
IR-EMOP 200368	12 October 2011- December 2011	REQ: 500000 REC: 433639 FUNDED: 87%						
Extra-Budgetary Funds								
Trust Fund	July 2013-March 2014						REQ: 102,938 REC: 102,938 FUNDED: 100%	
Bilateral Operation	1 November 2012- 31 July 2014						REQ: 210,495,70 REC: 210,495,70 FUNDED: 100%	
Direct Expenses (US\$ millions)		3,748,165	3,994,551	4,159,300	4,717,571	4,633,491	n.a.	
% Direct Expenses: Cambodia vs. WFP World		18,903	26,060	14,246	15,052	10,940	n.a.	
Food Distributed (MT)		6,341	26,682	16,549	11,285	6,648	n.a.	
Total of Beneficiaries (actual)		596,872	319,280	127,096	80,086	307,876	n.a.	
% women beneficiaries (actual)		38%	53%	54%	53%	49%	n.a.	

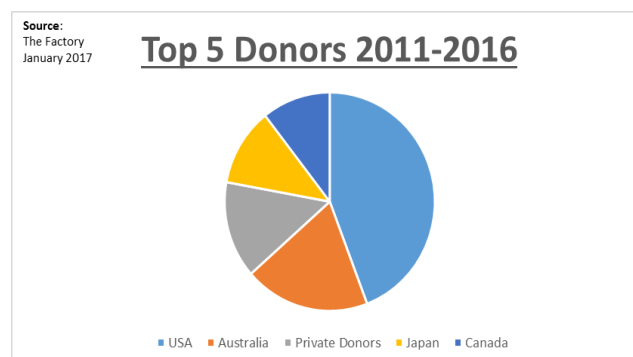
Source: Standard Project Reports, Financial Section

58. Overall the Country Programme and the EMOP received 54 and 53 percent of its total requirements respectively. The one month IR-EMOP was 87 percent funded while the bilateral operation received the entirety of its requirements. Validation of the above figures and further research on missing information is expected to take place during the field data collection work.

59. Figure 2 shows the top donors to the Cambodia overall WFP portfolio over the period under review.

60. According to the Country programme project document, WFP's portfolio over the review period aimed to contribute to the promotion of gender equality and women empowerment and included provisions in that regard; e.g. participation of pregnant and lactating women in health and nutrition education or beneficiary targets disaggregated by gender. Further research of these aspects is expected to be conducted by the evaluation team during the evaluation period.

Figure 2. Main donors to Cambodia portfolio



Source: WFP (The factory), January 2017

Table 4. Cambodia activities by operation and reached beneficiaries by activity and operation 2011-2015

Operation	Activity	School feeding	Nutrition	GFD	FFA/FFT	HIV/TB	CBT	Total Plan ben. by op.	Total actual ben. by op.	% of actual ben. by op
CP 200202		x	x	x	x	x		1,898,285	1,107,375	58%
EMOP 200373				x	x		x	358,665	226,640	63%
IR-EMOP 200368				x				60,000	54,930	92%
Total Planned Beneficiaries		1254064	143342	373241	455082	74556	16665			
Total Planned Beneficiaries (Women)		616650	86064	187291	227544	37278	8333			
% women beneficiaries VS total by activity (planned)		49%	60%	50%	50%	50%	50%			
Total Actual Beneficiaries		660094	161016	247340	246840	61330	12325			
Total Actual Beneficiaries (Women)		325,293	97,237	126,143	106,814	34,759	6,163			
% women beneficiaries VS total by activity (actual)		49%	60%	51%	43%	57%	50%			

Source: WFP Standard Project Reports 2011 - 2015, data for 2016 not available

61. Table 4 shows the activities by operation, and the planned and actual proportions of beneficiaries by activity and operation. Annex 4 gives further details about the beneficiaries and tonnage by operation.

62. Annex 9 provides further details regarding the Cambodia portfolio: timeframe, funding, activities, food tonnages and number of beneficiaries and costs.

3.2. Scope of the evaluation

63. The scope of the evaluation will cover a five years period (1 July 2011 – 30 June 2016). Thus, in summary, the CPE will review and assess the overall performance of the various CP, EMOP, bilateral operation and trust fund activities. The geographic scope of this CPE includes all areas covered by the portfolio.

64. In light of the strategic nature of the evaluation, it is not intended to evaluate the operations individually, but to assess the portfolio as a whole within the framework of the three key evaluation questions, detailed below.

4. Evaluation questions, approach and methodology

4.1. Evaluation questions

65. The evaluation will look in depth at the three major components of the CP; education, livelihood support and nutrition, the emergency responses (IR-EMOP and EMOP), the bilateral operation between WFP and PATH and the trust fund.

66. The CPE will address the following three key questions, which will be further detailed in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance, which could inform future strategic and operational decisions. Question three will constitute the largest part of the inquiry and evaluation report.

1. **Question one: Portfolio alignment and strategic positioning.** Reflect on the extent to which: i) the portfolio main objectives and related activities have been relevant to Cambodia's humanitarian and developmental needs (including those of specific groups), priorities and capacities; ii) the objectives have been coherent with the stated national agenda and policies; iii) the objectives have been coherent and harmonised with those of partners especially UN partners, but also with, bilateral and NGOs; iv) WFP has been strategic in its alignments and partnerships, and has positioned itself where it can make the biggest difference; v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans and corporate policies (including the Humanitarian Principles) on the other hand; and vi) WFP portfolio has been consistent with the existing development status in Cambodia.

2. **Question two: Factors and quality of strategic decision making.** Reflect on the extent to which WFP: i) has analysed (or used existing analysis) the hunger challenges, the food security and nutrition situation and the climate change issues in Cambodia - including gender issues; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues; iii) has generated and applied its own learning to improve the management of the Country Portfolio and engagement with government and partners; iv) has adequately covered the vulnerable groups in its programming. Analyse how WFP's approach to targeting evolved across the portfolio

period. Identify the factors that determined existing choices: perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc., in order to understand these drivers of strategy, and how they were considered and managed.

3. Question three: Performance and results of the WFP portfolio.

Reflect on: i) the level of effectiveness, efficiency, (including the respective cost analyses) and sustainability of the main WFP programme activities and explanations for these results (including factors beyond WFP's control); ii) the level of emergency preparedness, vis-à-vis the effectiveness of the portfolio iii) the level of synergy and multiplying effect between the various main activities regardless of the operations; and iv) the level of synergies and multiplying opportunities with partners especially UN partners, but also with, bilateral and NGOs at operational level.

67. The evaluation will identify and assess common issues across the portfolio such as: 1) food security and markets analysis, 2) targeting and beneficiary selection criteria, 3) monitoring and evaluation, 4) cost-efficiency and cost-effectiveness of interventions, 5) logistics performance, 6) fund-raising, 7) adherence to humanitarian principles, 8) protection and gender sensitive programming (gender marker 2A) and monitoring, 9) partnerships, 10) capacity development and 11) national ownership and hand-over and exit strategies.

4.2. Evaluability

68. The CPE will benefit from the 2010-2015 WFP Country Strategy, the midterm Operation Evaluation of the CP and the national Strategic Review conducted in 2014. However, it should be noted that the Country Strategy is not a results-based management document. Thus the primary benchmarks for measuring performance will be a combination of the operation project documents, standard project reports (SPR) as well as qualitative assessment of WFP's work (see also section on methodology).

69. Each WFP individual operation has its own logical framework and the formulation of the operations at different points in time will necessitate reference to both the 2008-2013 Strategic Plan as well as the subsequent 2014-2017 Strategic Plan for assessment of strategic alignment of the overall portfolio to WFP objectives, as well as its related strategic results.

70. Elections for Cambodia's commune councils will take place on June 4 2017, which influences the timeline for this evaluation: inception mission is planned to take place the first week of April 2017 and field work data collection in July 2017. The rainy seasons should not, in principle, pose a challenge for travelling to the project sites. Special attention should be paid to plan and allocate sufficient time to meet with the Government partners.

71. Monitoring data is available at the CO. OEV will ensure that an initial e-library list bibliography is made available to the team.

4.3. Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

72. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency,

effectiveness, impact, sustainability and connectedness - appropriately linked to the three key evaluation questions.

73. CPEs primarily use a longitudinal design, rely on secondary quantitative data and conduct primary qualitative data collection with key stakeholders in the country.

74. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report.

75. The methodology should:

- Build on the logic of the portfolio and on the common objectives arising across operations;
- Be geared towards addressing the evaluation questions presented in 4.1. A model looking at groups of “main activities” across a number of operations rather than at individual operations should be adopted.
- Take into account the budget and timing constraints.
- Develop (reconstruct) a working theory of change for the Cambodia portfolio. This should be done during the inception phase in close collaboration with the Country Office.

76. Possible benchmarks for assessing performance can be the Country Strategy documents, a reconstructed theory of change in combination with the operation project documents, standard project reports (SPR) as well as qualitative assessment of WFP’s work.

77. It is expected that the performance assessment will include a thorough analysis and interpretation of the achieved quantitative objectives (e.g. beneficiaries, tonnage, Food for Assets (FFA)²² outputs) and indicators (e.g. Food Consumption Score or Coping Strategy Index) against the quantitative baselines and/or targets stated in the project documents and/or corporate Strategic Results Framework as appropriate.

78. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a mixed methodological approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. The sampling technique to impartially select site visits and stakeholders to be interviewed should be specified.

79. The evaluation should provide a comparative cost-efficiency²³ and cost-effectiveness²⁴ analyses of the different food assistance transfer modalities, i.e. Cash Based Transfers (CBT) vs. in-kind interventions in the portfolio. See Annex 5 for more details on the cost analysis methodology.

4.4. Quality assurance

80. WFP’s Evaluation Quality Assurance System (EQAS) is based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the

²² Note that since the shift away from Food for Work in 2011, FFA activities follow a set of corporate terminologies, definitions and approaches outlined in the FFA Programme Guidance Manual and reflected in the commitments made by WFP to its executive board. For more information please refer to the Technical Note titled “Key aspects to consider when evaluating FFA Programmes.

²³ A cost-efficiency analysis measures outputs against inputs in monetary terms and facilitates the comparison of alternative transfer modalities in order to use available resources as efficiently as possible.

²⁴ Cost-effectiveness analysis measures the comparative costs of achieving the desired outcomes. The current WFP cost-effectiveness tool is the omega value, a ratio between the in-kind Nutrient Value Score (NVS) divided by the full cost for the in-kind delivery basket and the CBT NVS divided by the full cost of the full CBT basket.

international evaluation community²⁵. It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

81. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the evaluation

5.1. Phases and deliverables

82. The evaluation will proceed through five phases and will be implemented within the following timeframe in 2017. This timeframe is aligned with the Cambodia CO planning process and decision-making so it can be as useful as possible.

83. The three phases involving the evaluation team are: (i) the inception phase with a briefing of the evaluation team in Rome in March followed by an inception mission in Phnom Penh in April (team leader and evaluation manager), and by the inception report providing details for conducting the evaluation fieldwork. (ii). The fieldwork phase, with at least 3 weeks in the field, is planned to take place in Cambodia in July 2017 involving primary and secondary data collection, and preliminary analysis, followed by an exit debrief with the CO and a subsequent online preliminary findings debrief with the CO, RB and OEV. (iii) The reporting phase concludes with the final evaluation report (a full report and an EB summary report) in October 2017. The report will be presented to WFP's Executive Board in February 2018. A more detailed timeline can be found in Annex 6.

Table 5: Summary timeline - key evaluation milestones

Phases	Provisional Timeline	Outputs
Phase 1 (Preparation): Preparation of ToR, stakeholder consultation and identify evaluation team	Jan – Mar 2017	ToR Evaluation team selected and contracted
Phase 2 (Inception): Briefing evaluation team at WFP HQ, document review and inception mission in Cambodia	Apr – May 2017	Inception Report
Phase 3 (Fieldwork): Evaluation mission and data collection and analysis	Jul 2017	Exit debriefing Preliminary findings debrief (telecom)
Phase 4 (Reporting): Draft reports, comment and revision	Aug - Oct 2017	Draft report Comments and process reviews In-country learning workshop Final evaluation report (including SER)
Phase 5 (Presentation): Executive Board and Management response	Feb 2018	Summary evaluation report editing Evaluation report formatting Management response and EB presentation

5.2. Evaluation team / expertise required

84. An independent evaluation team will conduct the evaluation including inception, fieldwork, analysis, internal quality review and reporting. The team will be

²⁵ Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD – DAC).

gender-balanced, geographically and culturally diverse with appropriate skills to assess the portfolio dimensions. The team must not have been involved in the design, implementation or monitoring of the WFP portfolio in Cambodia or have any other conflicts of interest.

85. The team leader (TL) will have responsibility for overall design, implementation, reporting and timely delivery of all evaluation products. The TL should also have a good understanding of the Cambodian context, policy analysis and support to government institutions, food security issues, and familiarity with the relevant portfolio issues. He/she will have excellent synthesis and reporting skills in English.

86. The evaluation team will be composed of 4 national and international consultants (including the team leader) and 1 research analyst. Consultants will have knowledge of mixed evaluation methods, synthesis and reporting skills in English, knowledge of Cambodia and appropriate skills to assess the portfolio gender dimensions.

87. The language used to communicate with some national stakeholders (in particular beneficiaries) may be a constraint. All team members will have to communicate in English with national counterparts, and be assisted by local expertise to communicate in Khmer.

88. The team should combine between its various members the following competencies and expertise:

- Policy analysis and support to government institutions: role of WFP in the formulation and implementation of national policies.
- Education, development finance, food security, nutrition and food fortification.
- Relief and recovery food assistance: natural disasters response, conditional transfers, school feeding.
- Market analysis and market based interventions.
- Capacity development.

5.3. Roles and responsibilities

89. This evaluation is managed by OEV. Diego Fernandez has been appointed as evaluation manager. The Evaluation manager has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. He will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

90. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; engage with the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in Cambodia; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. The CO should nominate a focal point to communicate with the evaluation team. A detailed consultation schedule will be presented by the evaluation team in the Inception Report. The CO will

also organise a learning workshop in Phnom Penh for both internal and external stakeholders with support from the Team Leader and Evaluation Manager.

91. The contracted company will support the evaluation team in providing quality checks to the draft evaluation products being sent to OEV for its feedback. Particularly, the company will review the draft inception and evaluation reports, prior to submission to OEV.

92. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Communication

93. WFP stakeholders at CO, RB and in HQ will engage with the evaluation process and will be invited to provide feedback on drafts of the TOR and the Evaluation Report, which are the two core evaluation products.

94. During the last day of the fieldwork there will be an internal exit debrief with the evaluation team and the CO. After the fieldwork, the initial evaluation findings and conclusions will be shared with WFP stakeholders in CO, RB and HQ during a teleconference debriefing session.

95. All evaluation products will be delivered in English.

96. The SER along with the Management Response to the evaluation recommendations is planned to be presented to the WFP Executive Board in February 2018. The final evaluation report will be posted on the public WFP website. Refer to the Communication and Learning Plan for the Evaluation in Annex 7.

5.5. Budget

97. The evaluation will be financed from the Office of Evaluation's budget. The total budget covers all expenses related to consultant/company rates and international travels.

Annexes

Annex 1: Key indicators for country context

	Indicator	Year	Value		Source
General	Population (total, millions)	2015	15,577,899		World Bank. WDI.
		2011	14,593,099		
	Average annual growth (%)	2010-2015	1.7		UNDP HDR 2015
		2000 - 2005	1.8		
	Urban Population (% of total)	2014	20.5%		UNDP HDR 2015
	Human Development Index	2014	0.555		UNDP HDR 2015
Rank		143			
Gender	Gender- Inequality index	2014	0.89		UNDP HDR 2015
		Group	5		
	Maternal Mortality ratio (per 100,000 live births)	2014	170		UNDP HDR 2015
	Seats in national parliament (% female)	2014	19		UNDP HDR 2015
	Population with at least some secondary education, female, male (% aged 25 and above)	2005 - 2014	M	F	UNDP HDR 2015
			22.9	9.9	
	Births attended by skilled health personnel (% of total)	2010	89		World Bank. WDI.
	Labour force participation rate (%)	2013	M	F	UNDP HDR 2015
			86.5	78.8	
	Employees, agriculture, female (% of female employment)	n.a.	n.a.		World Bank. WDI.
Gross enrolment ratio, primary	2014	116.40		World Bank. WDI.	
Economic	Income Gini Coefficient	2005-2013	31.8		UNDP HDR 2015
	GDP per capita (current US\$)	2015	1,159		World Bank. WDI.
		2011	879		

	Indicator	Year	Value		Source
	Foreign direct investment net inflows (% of GDP)	2015	9.4		World Bank. WDI.
		2011	6.2		
	Net official development assistance received (current US\$)	2014	799,370,000.00		World Bank. WDI.
Poverty	Population living below \$1.25 a day (%)	2002-2012	10.1		UNDP HDR 2015
	Population near multidimensional poverty (%)	2014	20.4		UNDP HDR 2015
	Population in severe multidimensional poverty (%)	2014	16.4		UNDP HDR 2015
Nutrition	Weight-for-height (Wasting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev		UNICEF SOWC 2015
			11		
	Height-for-age (Stunting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev		UNICEF SOWC 2015
			41		
	Weight-for-age (Underweight), prevalence for < 5 (%)	2009 - 2013	Mod & Sev		UNICEF SOWC 2015
			29		
< 5 mortality rate	1990	118		UNICEF SOWC 2015	
	2013	38			
Health	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2013	180		UNICEF SOWC 2015
	Life expectancy at birth	2013	72		
	Estimated HIV Prevalence Rate	2015	0.6		UNAIDS 2015
		2011	0.8		
	Public expenditures on health (% of GDP)	2013	7.5		UNDP HDR 2015
Youth Literacy Rate (15-24 y) (%)	2015	M	F		UNICEF SOWC 2015
		88.4	85.9		

	Indicator	Year	Value		Source
Education	Population with at least secondary education (% ages 25 and older)	2005-2013	16		UNDP HDR 2015
	Public expenditures on education (% of GDP)	2005 - 2014	2.6		UNDP HDR 2015
	School enrolment, primary (% gross)	2015	125		UNICEF SOWC 2015
		2015	n.a.		World Bank. WDI.
	Net attendance ratio, primary school (%)	2008-2013	M	F	UNICEF SOWC 2015
			86 y	86 y	
		2010	M	F	MICS 2010
			n.a.	n.a.	
	Net attendance ratio, secondary school (%)	2008-2013	M	F	UNICEF SOWC 2015
			46	45	

Annex 2: External stakeholders matrix

Operation Number	Operation Title	Timing	Beneficiaries	Multi and Bilateral Funding donors	Cooperating International Agencies	Operational Governmental Partners	Cooperating International NGOs
CP 200202	Country Programme- Cambodia (2011-2016)	01 July 2011- 31 December 2018	1. Children receiving school meals in primary and pre-primary schools 2. Children receiving take-home rations in primary schools 3. People participating in asset-creation activities	1. Australia 2. Cambodia 3. Canada 4. Japan 5. Private Donors 6. UN Other Funds and Agencies (excl. CERF) 7. USA	UNICEF, FAO, UNESCO - United Nations Educational, Scientific and Cultural Organization, UN AIDS, WHO - World Health Organization	National and local authorities, Government's Food Security and Nutrition Information System, Ministry of Education, Youth and Sport, KCG- Provincial Education Y & S	Plan International, Pour un Sourire d'Enfant - PSE, School Aid Japan, Institut de recherche pour le développement (IRD), World Vision, Life With Dignity, Life With Dignity, GTZ - Deutsche Gesellschaft für Technische Zusammenarbeit (also GIZ), ACF - Action contre la Faim, RainWater Cambodia
EMOP 200373	Relief and Early Recovery Food Assistance to Flood-affected Households in Cambodia	15 November 2011- 14 November 2012	Flood-affected rural households facing food shortages	1. Australia 2. Brazil 3. Private Donors 4. UN CERF 5. USA	Food and Agriculture Organization of the United Nations (FAO), International Organization for Migration (IOM), United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and UNICEF	National and local government authorities	ActionAid, ADRA, CARE, CARITAS, Concern Worldwide, DanChurchAid, Danish Red Cross, Heifer International, Plan International and Save the Children International
IR-EMOP 200368	Relief Food Assistance for Vulnerable People Affected by Floods	12 October 2011- December 2011	Flood-affected rural households facing food shortages	1. USA 2. Canada 3. CERF 4. Australia 5. Cambodia 6. Private Donors 7. Brazil	United Nations' Central Emergency Response Fund (CERF)	Government's National Committee for Disaster Management	Adventist Development and Relief Agency, CARE, Caritas, Church World Service, Save the Children and World Vision
Extra-Budgetary Funds							
Trust Fund	Support to the Humanitarian Response Forum (HRF) for Humanitarian Coordination and Information Management	July 2013-March 2014	n.a	USAID	OCHA	National Committee for Disaster Management (NCDM)	Cambodian Red Cross
Bilateral Operation	Fortified Rice for School Meals in Cambodia (FORISCA)	1 November 2012- 31 July 2014	n.a	USDA Micronutrient-Fortified Food Aid Products Pilot Program, Program for Appropriate Technology in Health (PATH)	n.a	Ministry of Planning, Ministry of Health and Ministry of Education.	L'Institut de Recherche pour le Développement (IRD)

Source: Project documents, SPRs, the Factory, <http://home.wfp.org/NGO/index> as of January 2017, Trust Fund Decision Memorandum

Annex 3: Cambodia portfolio overview 2011 – 2016

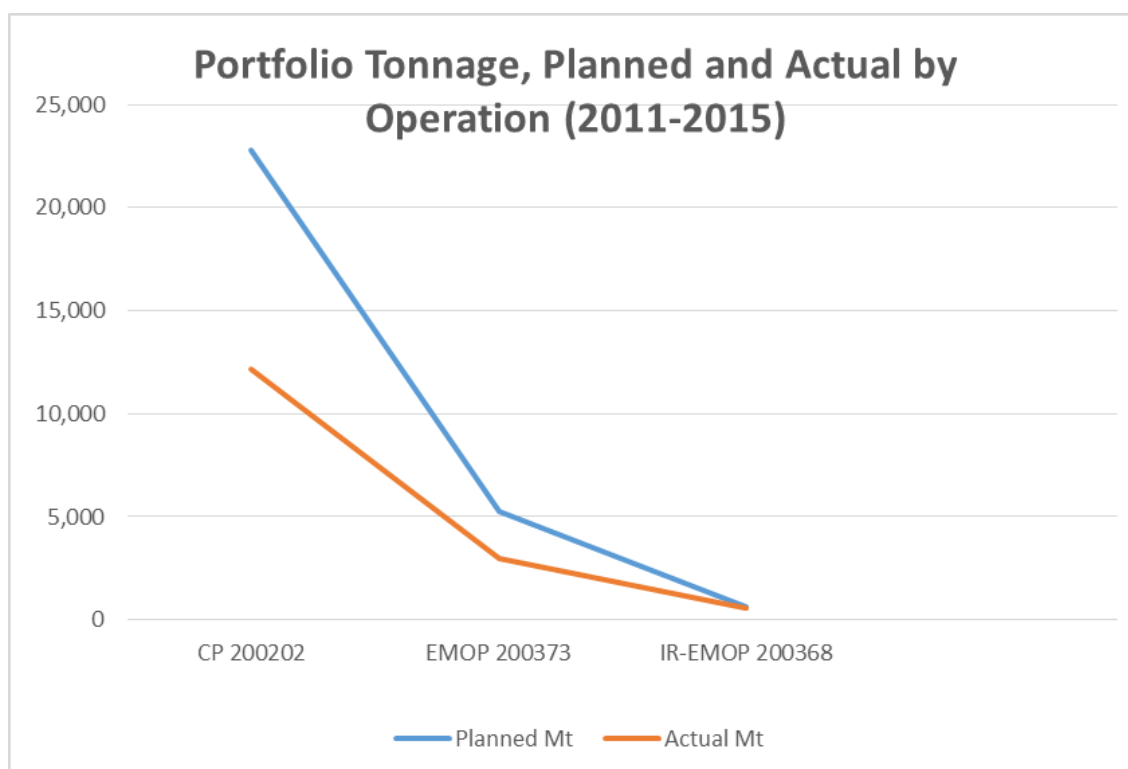
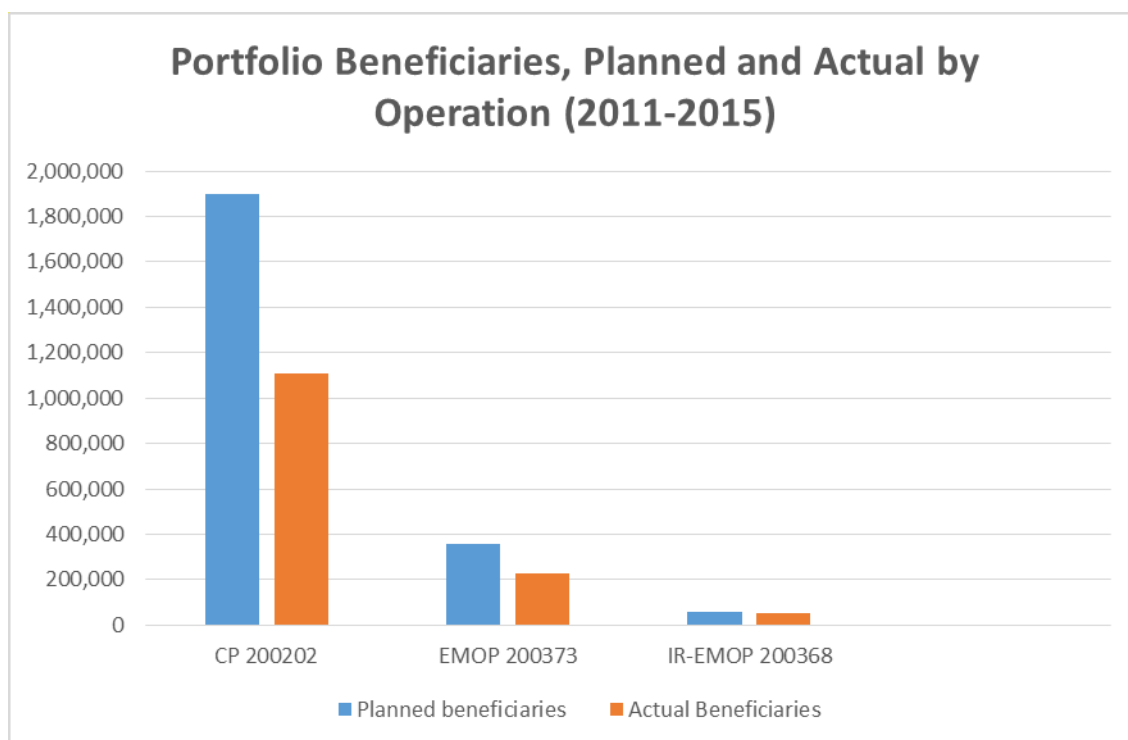
Operation type	Operation number	Title	Time frame	US\$ Req.	US\$ Rec.	% Funded	Project Objectives
CP	200202	Country Programme- Cambodia (2011-2016)	01 July 2011- 31 December 2018	144,170,335	77,753,896	54%	To improve the food and nutritional security of the most vulnerable households and communities in ways that build long-term social capital and physical assets, and to build models and strengthen capacities that promote the development of sustainable national food security systems, in line with the priorities of the United Nations Development Assistance Framework.
EMOP	200373	Relief and Early Recovery Food Assistance to Flood-affected Households in Cambodia	15 November 2011- 14 November 2012	11,725,152	6,160,132	53%	To improve the food and nutritional security of the most vulnerable households and communities in ways that build long-term social capital and physical assets, and to build models and strengthen capacities that promote the development of sustainable national food security systems, in line with the priorities of the United Nations Development Assistance Framework.
IR-EMOP	200368	Relief Food Assistance for Vulnerable People Affected by Floods	12 October 2011- December 2011	500,000	433,639	87%	To improve the food and nutritional security of the most vulnerable households and communities in ways that build long-term social capital and physical assets, and to build models and strengthen capacities that promote the development of sustainable national food security systems, in line with the priorities of the United Nations Development Assistance Framework.
Extra- Budgetary Funds							
Trust Fund	n.a.	Support to the HRF for Humanitarian Coordination and Information Management	July 2013 - March 2014	192,308	192,308	100%	This proposal aim at elevating the level of preparedness of HRF participants by ensuring that all coordination and information mechanisms are in place prior to the hazard season.
Bilateral Operation	n.a.	Fortified Rice for School Meals in Cambodia (FORISCA)	1 November 2012- 31 July 2014	210,496	210,496	100%	(1) research and development of an improved Ultra Rice (UR) fortified rice kernel and (2) an intervention study of the improved UR (compared to original UR and unfortified rice) in the school meals programme in Cambodia.

Source: data extracted from "Resource Situation" Report (External w/o forecasts) and SPRs and Proforma Project Document 301012

Operation	Project Number	Time Frame	Annual Average				Totals by project				% funded	Food Cost/ Total Cost	Objectives	SO's	MDG's	Activities
			MT		Beneficiaries		Food cost (USD, millions)		Total WFP Cost (USD, thousands)							
			P	A	P	A	P	A	P	A						
CP	200202	01 July 2011-31 December 2018	22,771	12,193	414,420	229,928	97,939,948	25,494,081	144,170,335	77,563,922	54%	26%	To improve food and nutritional security of the most vulnerable households and communities in ways that build long-term social capital and physical assets, and to build models and strengthen capacities that promote the development of sustainable national food security systems in line with United Nations Development Assistance Framework .	2,3,4,5	1-7	School Feeding, Nutrition, GFD, FFA, HIV
EMOP	200373	15 November 2011- 14 November 2012	5,276	2,996	179,333	113,320	n.a.	n.a.	11,725,152	6,160,132	53%	n.a.	To improve the food and nutritional security of the most vulnerable households and communities in ways that build long-term social capital and physical assets, and to build models and strengthen capacities that promote the development of sustainable national food security systems, in line with the priorities of the United Nations Development Assistance Framework.	1	1-7	GFD, FFA, CBT
IR-EMOP	200368	12 October 2011- December 2011	600	549	60,000	54,930	n.a.	n.a.	500,000	433,639	87%	n.a.	To improve the food and nutritional security of the most vulnerable households and communities in ways that build long-term social capital and physical assets, and to build models and strengthen capacities that promote the development of sustainable national food security systems, in line with the priorities of the United Nations Development Assistance Framework.	1	1-7	GFD
Extra Budgetary Funds																
Trust Fund	n.a.	July 2013- March 2014	n.a	n.a	n.a	n.a	n.a	n.a	192,308	192,308	100%	n.a.	This proposal aim at elevating the level of preparedness of HRF participants by ensuring that all coordination and information mechanisms are in place prior to the hazard season.	n.a.	n.a.	In order to fulfill HRF's identified needs to strengthen emergency preparedness, three experts will be required: an Emergency preparedness coordinator (EP), Assessments coordinator, and Information Management Coordinator (IM)
Bilateral Operation	n.a.	1 November 2012- 31 July 2014	n.a	n.a	n.a	n.a	n.a	n.a	210,496	210,496	100%	n.a.	(1) research and development of an improved Ultra Rice (UR) fortified rice kernel and (2) an intervention study of the improved UR (compared to original UR and unfortified rice) in the school meals programme in Cambodia.	n.a.	n.a.	n.a

Source: data extracted from "Resource Situation" Report (External w/o forecasts) and SPRs and Proforma Project Document 301012

Annex 4: Beneficiaries and tonnage by operation



Source: WFP Standard Project Reports 2011 - 2015, data for 2016 not available

Annex 5: Cost analysis methodology

Cost-efficiency

A cost-efficiency analysis measures outputs against inputs in monetary terms and facilitates comparison of alternative transfer modalities in order to use available resources as efficiently as possible.

The first step for the cost-efficiency calculation is to compare the in-kind procurement value and logistic costs (transport, storage and handling, quality control and salaries for logistic staff – LTSH) to transport the different commodities to the respective markets with the CBT local market prices at the same point in time. If sufficient data is available a seasonal analysis should also be presented.

The second step is including the in-kind operational costs (partners, equipment and supplies, travel etc. – ODOC) and the equivalent CBT operational costs (C&V related costs: C&V delivery and C&V other). Attention must be paid to differentiate the start-up costs and the running costs and include depreciation calculations if necessary.

The ratio of the local market price plus operational costs, to the total cost to WFP and its donors to deliver the commodity from an external source to the locality is known as the alpha value. Alpha values vary considerably depending on the situation of the country concerned, but a value higher 1 suggests the in-kind option is more cost-efficient and vice versa. Alternatively, the calculations can be presented as comparison between the costs to achieve the desired output – in WFP's case delivering a balanced food basket covering the daily basic kilocalorie needs – to the targeted beneficiaries.

Cost-effectiveness

Cost-effectiveness analysis measures the comparative costs of achieving the desired outcomes. The current WFP cost-effectiveness tool is the omega value.

The omega value is formulated as the ratio of the Nutrient Value Score (NVS)/full cost of an in-kind food basket compared against the ratio NVS/full cost of a Cash-Based Transfer (CBT) basket. If the result of the calculation is higher than 1, the in-kind transfer modality should be considered as more cost-effective. If the result of the calculation is below 1, the CBT transfer modality should be considered more cost-effective.

Additionally (or alternatively in case of data availability limitations), the in-kind vs CBT costs per percent increase in average household Food Consumption Score (FCS) should also be analysed.

The table below shows the formulas for the calculation of the cost-efficiency and cost-effectiveness metrics:

Cost-efficiency and cost-effectiveness formulas

Cost analysis	Formulas
Cost efficiency	$\frac{CBT \text{ transfer value} + CBT \text{ related costs}}{In - kind \text{ commodity costs} + external \text{ transport} + ltsh + odoc} = \text{alpha value}$
	$\frac{In - kind \text{ commodity costs} + external \text{ transport} + ltsh + odoc}{No \text{ of beneficiaries}} = In - kind \text{ cost per beneficiary}$ <p style="text-align: center;">Vs.</p> $\frac{CBT \text{ transfer value} + CBT \text{ related costs}}{No \text{ of beneficiaries}} = CBT \text{ cost per beneficiary}$
Cost effectiveness	$\frac{In - kind \text{ NVS}}{In - kind \text{ commodity costs} + external \text{ transport} + ltsh + odoc} / \frac{CBT \text{ NVS}}{CBT \text{ transfer value} + CBT \text{ related costs}} = \text{omega value}$
	$\frac{In - kind \text{ commodity costs} + external \text{ transport} + ltsh + odoc}{\% \text{ improvement in average HH FCS (in kind)}} = \text{cost per \% improvement in FCS}$ <p style="text-align: center;">Vs.</p> $\frac{CBT \text{ transfer value} + CBT \text{ related costs}}{\% \text{ improvement in average HH FCS (CBT)}} = \text{cost per \% improvement in FCS}$
Cost effectiveness (optional)	$\frac{In - kind \text{ FCS}}{In - kind \text{ commodity costs} + external \text{ transport} + ltsh + odoc} = In - kind \text{ FCS value per US\$}$ <p style="text-align: center;">Vs.</p> $\frac{CBT \text{ FCS}}{CBT \text{ transfer value} + CBT \text{ related costs}} = CBT \text{ FCS value per US\$}$
	$\frac{In - kind \text{ CSI}}{In - kind \text{ commodity costs} + external \text{ transport} + ltsh + odoc} = In - kind \text{ CSI value per US\$}$ <p style="text-align: center;">Vs.</p> $\frac{CBT \text{ CSI}}{CBT \text{ transfer value} + CBT \text{ related costs}} = CBT \text{ CSI value per US\$}$

Annex 6: Detailed evaluation timeline

	Cambodia Country Portfolio Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEV/D clearance for circulation to WFP staff	EM	Jan-Feb 2017
	Review draft TOR on WFP feedback	EM	Mid Feb 2017
	Final TOR sent to WFP Stakeholders	EM	Late Feb 2017
	Contracting evaluation team/firm	EM	Early Mar 2017
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading Docs)	Team	Mar 2017
	HQ briefing (WFP Rome)	EM & Team	Mar 2017
	Inception Mission in Cambodia (some 4 days + travel)	EM + TL	Early Apr 2017
	Submit Draft Inception Report (IR) to OEV	TL	Mid Apr 2017
	OEV quality assurance and feedback	EM	End Apr 2017
	Submit revised IR	TL	Early May 2017
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	Early May 2017
Phase 3 - Evaluation phase, including fieldwork			
	Fieldwork & Desk Review. Field visits at CO. Internal debriefing with the CO	Team	Jul 2017 26
	Exit Debrief (ppt) Preparation	TL	Jul 2017
	Online debriefing with HQ, RB and COs Staff.	EM&TL	Jul 2017
Phase 4 - Reporting			
Draft 0	Submit draft Evaluation Report (ER) to OEV (after the company's quality check)	TL	Early Aug 2017
	OEV quality feedback sent to the team	EM	Mid Aug 2017
Draft 1	Submit revised draft ER to OEV	TL	Mid Aug 2017
	OEV seeks OEV Director's clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders for their feedback (2 weeks)	EM	Late Aug 2017
	OEV consolidates all WFP's comments (matrix), and share them with team	EM	Early Sep 2017
	Learning workshop (Phnom Penh) 2 days	TL & EM	Mid Sep 2017
Draft 2	Submit revised draft ER/SER to OEV based on the WFP's comments, and team's comments on the matrix of comments.	TL	Mid Sep 2017
	Review comments matrix and ER/SER.	EM	End Sep 2017
	SER preparation for OEV Dir.'s clearance and circulation to WFP senior management for comments (2 weeks).	EM	Oct 2017
	OEV sends and discuss the comments on the SER to the team for revision	EM	Oct 2017
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	Early Nov 2017
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team if necessary	EM&TL	Early Nov 2017
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to ERBT for editing and translation	EM	Mid Nov 2017
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	Dec 2017
	Presentation of Summary Evaluation Report to the EB	D/OEV	Feb 2018
	Presentation of management response to the EB	D/RMP	Feb 2018

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

26 The gap between the inception and the evaluation phases is due to the elections for Cambodia's commune councils which will take place on June 4 2017.

Annex 7: Evaluation communication and learning plan

Internal (WFP) communication plan

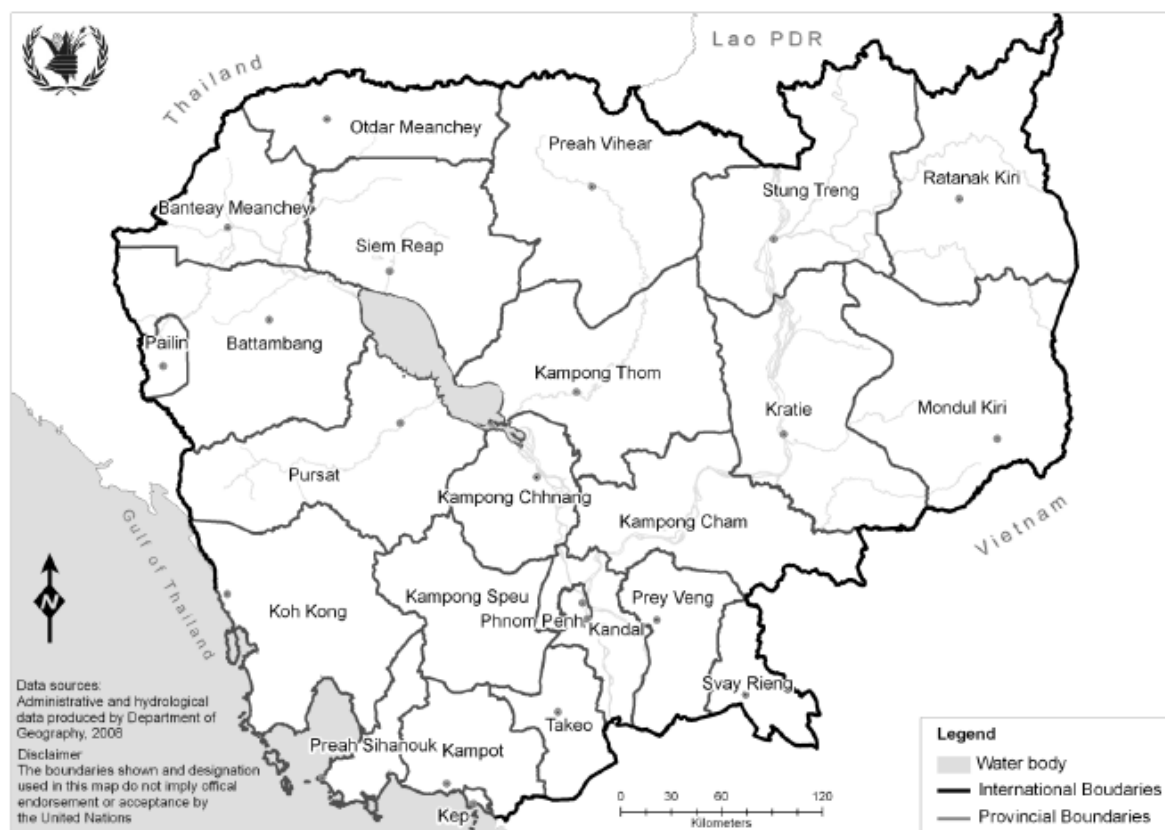
When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Organizational level of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Jan-Feb 2017) TOR (Feb 2017)	Full TOR TOR summary	OEV, CO, RB, HQ	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft TOR for comments / Final for information
Inception (Mar-Apr 2017)	HQ Briefing + Inception Mission & Inception Report (IR)	CO, RB, HQ, stakeholders (IR mainly for the CO)	Operational & Informative	EM	Written exchange	Advisable to share draft IR (section 4) with CO. Final IR for information
Field work, debrief (Jul 2017)	PPT	CO, RB, HQ, CO stakeholders	Operational	Evaluation Team Leader (TL)	Meeting / Teleconference	For information and verbal feedback
Reporting (Aug-Nov 2017)	Draft and Final Evaluation Report	EMG, CO, RB, HQ, stakeholders	All	EM + CPE Coordinator, OEV Director	Written exchanges (+ matrix of comments on request)	Draft for written comments / Final for information
Post report/EB (Dec 2017)	Evaluation Brief	EMG, CO, RB, HQ	Informative	EM + CPE Coordinator, OEV Director	Written exchange	Dissemination of evaluation findings and conclusions.

External communications plan

When Evaluation phase	What Communication product	To whom Target org. or individual	What level Organizational level of communication	From whom	How Communication means	Why Purpose of communication
TOR, Feb 2017	Final TOR TOR summary	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER, Dec 2017	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, Dec 2017-Jan 2018	2-page Evaluation Brief	Board Member & wider public	Strategic	OEV	Website	Public information
EB, Feb 2018	SER & Mgt Resp	Board Member	All	OEV & RMP	Formal presentation	For EB consideration

Annex 8: Map of Cambodia

MAP OF CAMBODIA



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Annex 9: Factsheet Cambodia 2011 – 2016

Timeline and funding level of WFP portfolio in Cambodia 2011 – 2016

Operation	Time Frame	2011	2012	2013	2014	2015	2016			
CP 200202	01 July 2011- 31 December 2018							REQ: 144170335 REC: 77753896 FUNDED: 54%		
EMOP 200373	15 November 2011- 14 November 2012							REQ: 11725152 REC: 6160132 FUNDED: 53%	LEGEND >75% FUNDED 50-75% FUNDED	
IR-EMOP 200368	12 October 2011- December 2011							REQ: 500000 REC: 433639 FUNDED: 87%		
Extra- Budgetary Funds										
Trust Fund	July 2013-March 2014			REQ: 192,308 REC: 192,308 FUNDED: 100%						
Bilateral Operation	1 November 2012- 31 July 2014			REQ: 210,495.70 REC: 210,495.70 FUNDED: 100%						
Direct Expenses (US\$ millions)		3,748,165	3,994,551	4,159,300	4,717,571	4,633,491	n.a.			
% Direct Expenses: Cambodia vs. WFP World		18,903	26 060	14 246	15 052	10 940	n.a.			
Food Distributed (MT)		6,341	26,682	16,549	11,285	6,648	n.a.			
Total of Beneficiaries (actual)		596,872	319,280	127,096	80,086	307,876	n.a.			
% women beneficiaries (actual)		38%	53%	54%	53%	49%	n.a.			

Source: Standard Project Reports, Financial Section

Activities by operation and beneficiaries by activity and operation 2011-2015

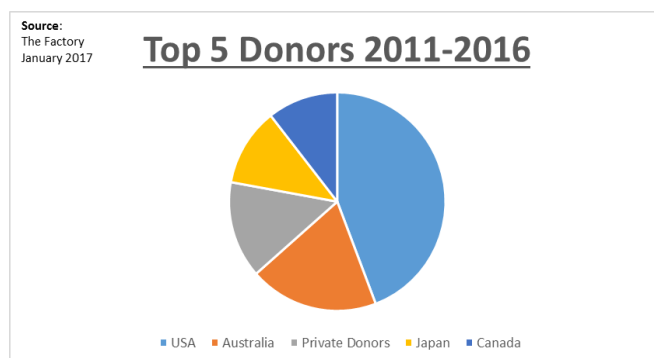
Activity Operation	School feeding	Nutrition	GFD	FFA/FFT	HIV/TB	CBT	Total Plan ben. by op.	Total actual ben. by op.	% of actual ben. by op
CP 200202	x	x	x	x	x		1,898,285	1,107,375	58%
EMOP 200373			x	x		x	358,665	226,640	63%
IR-EMOP 200368			x				60,000	54,930	92%
Total Planned Beneficiaries	1254064	143342	373241	455082	74556	16665			
Total Planned Beneficiaries (Women)	616650	86064	187291	227544	37278	8333			
% women beneficiaries VS total by activity (planned)	49%	60%	50%	50%	50%	50%			
Total Actual Beneficiaries	660094	161016	247340	246840	61330	12325			
Total Actual Beneficiaries (Women)	325,293	97,237	126,143	106,814	34,759	6,163			
% women beneficiaries VS total by activity (actual)	49%	60%	51%	43%	57%	50%			

Source: WFP Standard Project Reports 2011 - 2015, data for 2016 not available

Cambodia top donors and contributions to the portfolio 2011 – 2016

Cambodia portfolio top donors 2011-2016			TOTAL
2016	USA	5,909,243	11,538,951
	Japan	2,141,119	
	Private Donors	1,642,108	
	Cambodia	1,227,000	
	Australia	609,481	
	UN Other Funds and Agencies (excl. CERF)	10,000	
2015	USA	6,436,296	12,514,257
	Australia	3,231,047	
	Private Donors	1,619,914	
	Cambodia	1,227,000	
2014	USA	7,119,150	9,696,770
	Cambodia	1,227,000	
	Japan	979,432	
	Private Donors	371,188	
2013	USA	5,488,880	13,562,677
	Private Donors	2,824,821	
	Japan	2,711,933	
	Australia	1,310,043	
	Cambodia	1,227,000	
2012	USA	6,048,140	18,849,484
	Canada	3,906,250	
	Australia	3,213,411	
	Japan	2,605,136	
	Private Donors	1,849,547	
	Cambodia	1,227,000	
2011	USA	6,321,550	18,523,269
	Canada	5,005,005	
	UN CERF	2,507,914	
	Australia	2,331,494	
	Cambodia	1,227,000	
	Private Donors	1,130,306	
	Brazil	100,000	

Source: WFP (The factory), January 2017



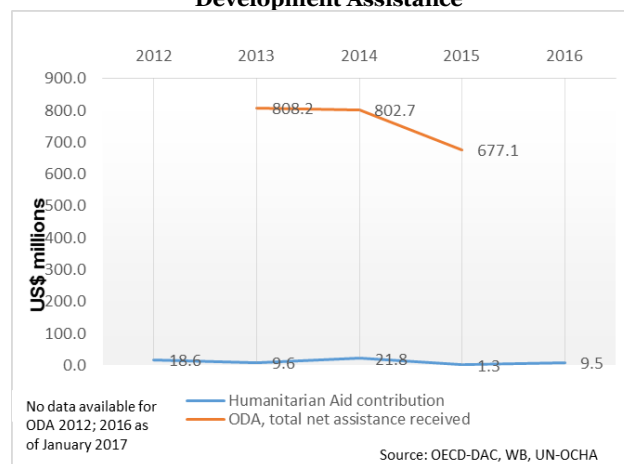
Source: WFP (The factory), January 2017

WFP Portfolio July 2011 - 2016 by Programme Category in Cambodia

Type of Operation	No. of operations	Requirements (US\$ thousand)	Actual received (US\$ million)	% Requirements vs Received	Shortfall %
Country Programme (CP)	1	144,170,335	77,753,896	54%	46%
Emergency Operation (EMOP)	1	11,725,152	6,160,132	53%	47%
Immediate Response Emergency Operation (IR-EMOP)	1	500,000	433,639	87%	13%
Total	3	156,395,487	84,347,667	54%	46%
Extra-budgetary funds					
Bilateral/ Trust Funds	1	210,496	210,496	100%	0%

Source: SPRs; Project Documents on Resource Situation and Proforma Project Document 301012

Humanitarian Assistance and other Overseas Development Assistance



Annex 10: Cambodia CPE E Library 2011-2016

Folder name / File name	Author	Date
1.1 External Docs		
Cambodia UNDAF 2011-2015	UNDAF	2010
Cambodia UNDAF 2016-2018	UNDAF	2015
2011 Livelihood Resilience and Food Security Cambodia	Finland	2011
Cambodia climate change strategic plan 2014-2023	National Climate Change Committee	2013
Cambodia demographic and health survey	DHS Program	2014
Health Strategic Plan 2008- 2015	Ministry of Health	2008
UN Political Declaration on HIV and AIDS Cambodia Country Progress Report	UNAIDS	2015
MIC Strategic Review of Food and Nutrition Security Issues for an Emerging MIC 2014-2018	CDRI	2014
Household Resilience in Cambodia: Review of Livelihoods, Food Security and Health (El Nino)	UNICEF	2016
EIU Cambodia Country Report 2016	EIU	2016
El Nino- La Nina: Summary Highlights	WFP Vam	2016
FAO Country Factsheet on Food and Agricultural Policy Trends	FAO	2014
National Strategic Development Plan 2014-2018	Gov. of Cambodia	2013
The Economic Consequences of Malnutrition in Cambodia - A Damage Assessment Report	CARD, UNICEF -WFP	2013
The State of Food and Agriculture: Climate Change, Agriculture and Food Security	FAO	2016
Education for All 2015 National Review	World Education Forum	2015
UNDP Work for Human Development	UNDP	2015
Macro Financial Assessment Cash and Voucher Scale Up	WFP	2014
Economy Women's Economic Empowerment- Cambodia Gender Assessment	Women's Economic Empowerment	2014
1.2 - EQAS		
1.2.1. Guidance		
Guidance for process and content - CPE	WFP OEV	2016

Folder name / File name	Author	Date
Template for Inception Report - CPE	WFP OEV	2013
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
Quality Checklist for Inception Report - CPE	WFP OEV	2014
Template for Evaluation Report - CPE	WFP OEV	2013
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
Template for Summary Evaluation Report-CPE	WFP OEV	2014
1.2.2 Technical notes		
TN - ER Integrating Gender in Evaluation	WFP OEV	2014
TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
TN - Stakeholder Analysis	WFP OEV	2011-13
TN - Stakeholder Mapping	WFP OEV	2011-14
TN - Efficiency	WFP OEV	2013
TN- Template for Team Members Work Plan and Proposed Stakeholders Meeting	WFP OEV	2013
TN - Evaluation Criteria	WFP OEV	2013
TN - Evaluation Matrix	WFP OEV	2013
TN - ER Formatting Guidelines	WFP OEV	2013
TN - Logic Model Theory Of Change	WFP OEV	2013
TN - Evaluation Recommendations	WFP OEV	2013
TN - Example Evaluation Matrix for EQAS	WFP OEV	2013
1.2.3 Examples		
Evaluation Report Vol. II- Somalia	WFP OEV	2011-2015
Inception Report- Niger CPE	WFP OEV	2011-2015
Inception Report- Somalia CPE	WFP OEV	2011-2015
Inception Report- Tanzania CPE	WFP OEV	2011-2015
Management Response Niger CPEs	WFP OEV	2011-2015
Management Response Somalia CPEs	WFP OEV	2011-2015

Folder name / File name	Author	Date
Palestine CPE Inception Report Final	WFP OEV	2011-2015
SER -Niger CPE	WFP OEV	2012-2013
SER -Somalia CPE	WFP OEV	2012-2013
1.3. WFP Cambodia		
1.3.1 Operations		
Bilateral Operation		
Bilateral Operation- Cambodia - Proforma Budget	WFP	2014
Bilateral Operation - Proforma Budget Document	WFP	2012
Signed Bilateral Document	WFP	2012
Signed Agreement	WFP	2012
CP 2011-2016		
BR 7 Cambodia CP 200202 Narrative	WFP	2015
BR 7 Cambodia CP	WFP	2015
BR 8 Cambodia 200202 BR 08 Narrative final	WFP	2016
BR 8 Cambodia 200202 BR 08	WFP	2016
BR 8 TS Cambodia to BR 8 CP 200202	WFP	2016
Project Document CP 2011-2016	WFP	2011
SPR		
SPR CP 200202 -2011	WFP	2011
SPR CP 200202 -2012	WFP	2012
SPR CP 200202 -2013	WFP	2013
SPR CP 200202 -2014	WFP	2014
SPR CP 200202 -2015	WFP	2015
CSP		
Cambodia CSP (2016-2018) Transmittal Slip	WFP	2015
Cambodia CSP Working Draft for RBB final comments	WFP	2015
Cambodia MIC Strategic Review	CDRI	2014
s-PRP NFR Cambodia Country Strategic Plan	WFP	

Folder name / File name	Author	Date
EMOP 200373		
BR 1 Cambodia 200373	WFP	2012
Cambodia EMOP 200373 BR 1 ODXPS Final	WFP	2012
Cambodia EMOP 200373 ODX Cleared Clean Copy	WFP	2012
Trust Fund		
Decision Memorandum Cambodia Trust Fund	WFP	2013
Trust Fund Budget Template	WFP	2013
Trust Fund USAID -OFDA	WFP	2013
1.3.2. Assessment Reports		
1.3.3. Executive Briefs		
Cambodia Executive Brief January 2017	WFP	2017
Cambodia Executive Brief December 2016	WFP	2016
1.3.4 Situation Reports and Country Briefs		
1.3.5 Early Warning Reports		
1.3.6. Evaluations		
Cambodia CP mid term OpEv Inception	WFP	2014
Cambodia CP mid term OpEv	WFP	2014
Cambodia School Feeding Impact Evaluation Brief	WFP	2011
Cambodia School Feeding Impact Evaluation	WFP	2011
1.3.7. Capacity Development		
1.3.8. Logistics Cluster		
1.3.9. M &E		
1.3.10. Press Releases		
1.3.11. Gender		
1.3.12. Audit		
1.4. WFP POLICIES & DOCS		
Enterprise Risk Management Policy	WFP	2015
1.4.1. Policies & Strategic Plans		
Annual Performance Reports		
WFP Annual Performance Report 2013	WFP	2014

Folder name / File name	Author	Date
WFP Annual Performance Report 2014	WFP	2015
WFP Annual Performance Report 2015	WFP	2016
Integrated Road Map	WFP	2013
1. CSP and ICSP Guidelines	WFP	2016
2. Strategic Review Guidelines	WFP	2016
3. Guidance on Strategic Outcomes	WFP	2016
4. Transitional ICSP Concept Note	WFP	2016
5. CSP sPRP discussion template	WFP	2016
6. CSP sPRP discussion template - Ecuador Example	WFP	2016
7. CSP sPRP discussion template- Zimbabwe Example	WFP	2016
8. Draft CSP Example - Ecuador	WFP	2016
9. Draft CSP Example - Laos	WFP	2016
10. Draft CSP Budget template	WFP	2016
11. CP Budget Guidance	WFP	2016
CSP Countries	WFP	2016
CSP Policy	WFP	2016
Implementation steps and guidance- CSP	WFP	2016
Implementation steps and guidance- ICSP	WFP	2016
Implementation steps and guidance- Wave 1A	WFP	2016
Implementation steps and guidance- Wave 1B	WFP	2016
Corporate Results Framework 2017-2021	WFP	2016
Financial Framework Review	WFP	2016
Strategic Plan 2017-2021	WFP	2016
Understanding IRM	WFP	2016
Misc. Policy Information		
Evaluation Policy 2016-2021	WFP	2015
Policy Compendium	WFP	2017
RBA Collaboration	WFP	2016
Updated People Strategy	WFP	2011
WFP management overview	WFP	2011

Folder name / File name	Author	Date
WFP Policy Formulation	WFP	2016
WFP Organigram (Management Overview)	WFP	2016
Past Strategic Plans	WFP	2013
Management Results Framework 2014- 2017	WFP	2013
Management Results Framework Overview	WFP	2013
Performance Management Policy 2014-2017	WFP	2013
Strategic Plan 2008-2013	WFP	2007
Strategic Plan 2014-2017	WFP	2013
Policy Compendium		
1.4.2. Nutrition		
2017 Nutrition Policy	WFP	2017
2017 Nutrition Policy - 2nd informal consultation	WFP	2017
Follow-Up to WFP Nutrition Policy	WFP	2012
Food and Nutrition Handbook	WFP	2000
Food and Nutrition Needs in Emergencies	WFP	2003
Guidelines for selective feeding - management of malnutrition in emergencies	WFP & UNCHR	2012
Measuring Nutrition Indicators in the Strategic Results Framework (2014-2017) Briefing Package	WFP	2014
Moderate Acute Malnutrition - A decision Tool for Emergencies	WFP	2012
Policy Evaluation- WFP Nutrition Policy	WFP	2015
Programming for Nutrition Specific Interventions	WFP	2012
Summary Evaluation Report, Nutrition Policy for 2012–2014 and Management Response	WFP	2015
Technical workshop on nutrition	WFP	2012
The Right Food at the Right Time	WFP	2012
Update on the Nutrition Policy	WFP	2013
WFP Nutrition Policy	WFP	2012
WFP-Fill the Nutrition Gap Tool	WFP	2016
WFP- Management Response - Policy Evaluation WFP Nutrition Policy	WFP	2015
WFP- Nutrition Approach	WFP	2009
WFP- Programming for Nutrition- Specific Interventions	WFP	2016

Folder name / File name	Author	Date
1.4.3. Emergency	WFP	
Definition of emergencies	WFP	2005
Exiting emergencies	WFP	2005
Food aid and livelihoods in emergencies strategies for WFP	WFP	2003
Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations reports & Management Response	WFP	2012-13
PREP Evaluation 2011-2014 - Evaluation Report vol. I and II	WFP	2014
PREP Evaluation report & Management Response	WFP	2015
Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response	WFP	2015
Targeting emergencies WFP policy	WFP	2006
Transition from relief to development	WFP	2004
WFP's use of Pooled Funds (2009-2013)	WFP	2014-15
WFP's use of Pooled Funds (2009-2013)-Management Response	WFP	2015
1.4.4. Gender		
Evaluation of WFP 2009 Gender Policy	WFP	2013
Gender mainstreaming from the ground up	WFP	2014
Gender Policy 2015-2020	WFP	2014
Gender Policy Brief	WFP	2009
Guidance for the WFP Gender Marker	WFP	2014
How to Manage Gender-Responsive Evaluation-UN Women	UN WOMEN	2015
Management Response to the Recommendations of the Summary Evaluation Report of the WFP Gender Policy (2008-2013)	WFP	2013-14
Revised UN SWAP Evaluation Technical Note and Scorecard	UNEG	2014
Summary Evaluation Report of the WFP Gender Policy (2008-2013)	WFP	2014
Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010-2011)	WFP	2012
Update on the WFP Gender Policy 2014	WFP	2014
Update on the WFP Gender Policy 2016	WFP	2016
WFP gender policy corporate action plan 2010-2011	WFP	2009
WFP Gender Policy 2015-2020	WFP	2015

Folder name / File name	Author	Date
Women and WFP - Helping Women helping themselves	WFP	2011
1.4.5. Food security		
CARI Consolidated Approach to Reporting Indicators of Food Security	WFP	2015
Comparative Review of Market Assessments Methods Tools Approaches and Findings	WFP	2013
Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Emergency Food Security Assessment Handbook	WFP	2009
FAO-WFP Evaluation of Food Security Cluster in Humanitarian Action	WFP	2014
FAO-WFP Evaluation of Food Security Cluster Management Response	WFP	2014
Food consumption analysis - Calculation and use of the FCS in FS analysis	WFP	2008
Food distribution guideline	WFP	2006
Global Food Security Update (October 2015-July 2016)	VAM/WFP	2015-2016
Labour Market Analysis Guidance For Food Security Analysis and Decision-Making	WFP	2013
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making	WFP	2011
Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis	WFP	2010
Monitoring Food Security-Indicators Compendium	WFP	2010
Monitoring Food Security-Reporting Structure and Content	WFP	2012
Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Technical Guidance - The Basics of Market Analysis for Food Security	WFP	2009
Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator	WFP	2014
The State of food insecurity in the World	WFP/FAO/IFAD	2015
1.4.6. School Feeding		
ODI Education in Emergencies	ODI	2015
ODI Investment for Education in Emergencies	ODI	2015
ODI the failed response to Syria education	ODI	2014
A common platform for education in emergencies and protracted crisis	ODI	2016
Taking on Inequality Poverty and Shared Prosperity	World Bank Group	2016
A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
How to develop the logic of school feeding projects	WFP	2013

Folder name / File name	Author	Date
Local Food for Children in School	WFP	2013
Overview presentation SF policy Part I & II	WFP	2012
Rethinking School Feeding Social Safety Nets, Child Development, and the Education Sector	WFP	2013
Revised school feeding policy	WB	2009
SABER. About and Methodology	WB	2016
SABER in Action. Overview	WB	2014
SABER School Feeding Brief	WB	2014
School Feeding Flier with links	WFP	2013
School Feeding Policy	WFP	2009
Update on the Implementation of WFP's School Feeding Policy	WFP	2011
School Feeding Policy Evaluation-Management Response	WFP	2012
School Feeding Policy Evaluation Report	WFP	2011-12
School-feeding and nutrition	WFP	2010
State of school feeding worldwide	WFP	2013
Sustainable school feeding, Lifting school children out of the hunger trap	WFP	2011
1.4.7. Capacity Development		
Capacity Development Kit	WFP	2012
Capacity Development Policy	WFP	2009
Capacity Gaps and Needs Assessment in Support of Projects to Strengthen National Capacity to End Hunger	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations-Management Response	WFP	2008
Guideline on Technical Implementation for Capacity Development	WFP	2015
Inception Report - Policy Evaluation on Capacity Development	WFP	2016
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2008
National Capacity Index	WFP	2015
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Guideline for Technical Assistance and Capacity Strengthening to End Hunger	WFP	2010
1.4.8. Partnerships		

Folder name / File name	Author	Date
Corporate Partnership Strategy 2014 - 2017	WFP	2013
Evaluation From Food Aid to Food Assistance Working in Partnership Volume I	WFP	2014
Inception Report - Policy Evaluation on Corporate Partnership Strategy	WFP	2016
PPP and fundraising strategy. Evaluation report Volume I	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2008
Topics Partnerships - Working with NGOs	WFP	2013
1.4.9. DRR, Environment FFA, Resilience & Safety Nets		
Climate change and hunger - Towards a WFP Policy on Climate Change	WFP	2011
Disaster Risk Reduction		
An update of WFP interventions in disaster preparedness and mitigation	WFP	2007
Disaster mitigation. A strategic approach	WFP	2007
DRR Infographic	WFP	2015
Policy on Disaster Risk Reduction	WFP	2000
WFP policy on disaster risk reduction and management 2011	WFP	2009
Environment		
Environmental Policy	WFP	2017
Policy on Climate Change	WFP	2017
Update on Environmental Policy	WFP	2017
FFA		
FFA Evaluation Series 2002- 2011 (Evaluation Brief)	WFP	2012
FFA Evaluation Series 2002- 2011 (Management Response)	WFP	2012
FFA Evaluation Series 2002- 2011	WFP	2012
FFA Impact Evaluation - Management Response	WFP	2011
FFA Impact Evaluation Synthesis	WFP	2014
FFA Manual – Modules A, B, C, D, E	WFP	2014
FFA Theory of Change	WFP	2016
FFA Five Keys to Success	WFP	2016
SER Example- FFA evaluation in Senegal	WFP	2016
SER Example- FFA evaluation in Uganda	WFP	2016

Folder name / File name	Author	Date
WFP disaster risk reduction policy 2009	WFP	2014
TN Evaluating FFA Programmes	WFP	2017
Resilience	WFP	2014
Draft Policy on Building Resilience for Food Security And Nutrition		
Enabling Development - Progress report on the management response	WFP	2015
Enabling Development	WFP	2007
Implementation of the Enabling Development Policy	WFP	1999
Policy on building resilience for food security and nutrition	WFP	2000
WFP Programme design framework & WFP Contributing to Resilience Building	WFP	2015
Safety Nets		
Update of WFP Safety Nets Policy	WFP	2012
Urban Food Insecurity - Strategies for WFP	WFP	2012
WFP and food-based safety nets - Concepts & experiences	WFP	2002
WFP Safety Nets Guidelines (Annexes A-L)	WFP	2014
WFP Safety Nets Guidelines - Modules A to L	WFP	2004
WFP's Role in Social Protection and Safety Evaluation Report	WFP	2014
WFP's Role in Social Protection and Safety-Management Response	WFP	2011
1.4.10. Monitoring		
Beneficiaries, Targeting and Distribution Guidance	WFP	2011
Beneficiary definition & counting	WFP	2013
Chapter 2 - Country Office ME Strategy (APR14)	WFP	2005
Chapter 3 - Data Collection, Preparation and Analysis (APR14)	WFP	2015
Chapter 4 - Process Monitoring (APR14)	WFP	2015
Chapter 5 - Output Monitoring (APR14)	WFP	2015
Chapter 6 - Outcome Monitoring (APR 2014)	WFP	2015
COMET Design Modules - log frames design & results	WFP	2015
Counting Beneficiaries in WFP	WFP	2012
SOPs for Monitoring & Evaluation	WFP	2014
Third Party Monitoring Guidelines	WFP	2013
1.4.11. HIV	WFP	2014

Folder name / File name	Author	Date
Five minutes to learn about. Calculating outcome indicators from CP reports		
Food assistance in the context of HIV ration design guide	WFP	2013
Food assistance context of HIV	WFP	2008
Food Vouchers to Support People Living with HIV	WFP	2007
HIV in Humanitarian Settings	WFP	2013
Programming for HIV and TB	WFP	2013
Update on WFP's response to HIV and AIDS		2016
Update on WFP's response to HIV and AIDS	WFP	2014
Update on WFP's response to HIV and AIDS	WFP	2012
WFP HIV policy	WFP	2016
WFP HIV and TB Programme and M&E Guide 2014	WFP	2010
1.4.12. Cash & Voucher		
Cash & Voucher Policy update	WFP	2011
Cash & Voucher Policy	WFP	2008
Cash and Vouchers Manual Second Edition	WFP	2014
Cash and Voucher Policy Evaluation Report	WFP	2014
Cash and voucher policy evaluation-Management response	WFP	2015
Economic impact study - Vouchers programme in Lebanon	WFP	2014
Internal Audit of C&V Modalities in the Field - Distribution Cycle and Closure	WFP	2015
Internal Audit of C&V Modalities in the Field - Management Response	WFP	2015
Internal Audit of C&V Modalities in the Field - Project Design & Set up	WFP	2015
Operations and Finance Procedures for the use of C&V Transfers to Beneficiaries	WFP	2013
WFP Cash for change Initiative Distribution Models	WFP	2012
1.4.13. Logistics	WFP	
Evaluation of the Global Logistics Cluster Evaluation Report vol. I		2012
Evaluation of the Global Logistics Cluster Evaluation report vol. II	WFP	2012
Global Logistics Cluster Evaluation - Management Response	WFP	2012
Global Logistics Evaluation - SER	WFP	2012
WFP aviation - Operational snapshot Jan-June 2014	WFP	2014
WFP aviation in 2013	WFP	2014

Folder name / File name	Author	Date
1.4.14. Protection	WFP	
Protection Mission Reports	WFP	2014-2017
Update on the Implementation of the Protection Policy	WFP	2014
Update on WFP Role in Humanitarian Assistance System	WFP	2012
Update on WFP Role in Collective Humanitarian Response	WFP	2016
WFP Humanitarian Protection Policy	WFP	2012
WFP Role in Peacebuilding in Transition Settings	WFP	2013
1.4. Data		
1.5 External Docs		
Cambodia UNDAF 2011-2015	UNDAF	2010
Cambodia UNDAF 2016-2018	UNDAF	2015
2011 Livelihood Resilience and Food Security Cambodia	Finland	2011
Cambodia climate change strategic plan 2014-2023	National Climate Change Committee	2013
Cambodia demographic and health survey	DHS Program	2014
Health Strategic Plan 2008- 2015	Ministry of Health	2008
UN Political Declaration on HIV and AIDS Cambodia Country Progress Report	UNAIDS	2015
MIC Strategic Review of Food and Nutrition Security Issues for an Emerging MIC 2014-2018	CDRI	2014
Household Resilience in Cambodia: Review of Livelihoods, Food Security and Health (El Nino)	UNICEF	2016
EIU Cambodia Country Report 2016	EIU	2016
El Nino- La Nina: Summary Highlights	WFP Vam	2016
FAO Country Factsheet on Food and Agricultural Policy Trends	FAO	2014
National Strategic Development Plan 2014-2018	Gov. of Cambodia	2013
The Economic Consequences of Malnutrition in Cambodia - A Damage Assessment Report	CARD, UNICEF -WFP	2013
The State of Food and Agriculture: Climate Change, Agriculture and Food Security	FAO	2016
Education for All 2015 National Review	World Education Forum	2015

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UNDP Work for Human Development	UNDP	2015
Macro Financial Assessment Cash and Voucher Scale Up	WFP	2014
Economy Women's Economic Empowerment- Cambodia Gender Assessment	Women's Economic Empowerment	2014
1.6 Maps		
Map of Cambodia	WFP	2006
1.7 Contacts		