

## OPERATION EVALUATION

Nepal Country Programme 200319: An evaluation of WFP's  
Operation (2013-2017)

### **Management Response**

March 2017



**World Food Programme**

## Detailed responses to evaluation recommendations

Evaluation Recommendations	Management  Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<b>Recommendation 1:</b> CO leadership should map and clarify its comparative advantages within the development community in Nepal and position these as core elements in a new long-term strategy planning starting in 2017. This should clearly articulate WFP's evolving role, away from traditional food assistance approaches with a strong focus on commodity inputs, to its strengths in knowledge transfer and capacity development. This should be clearly communicated to donors, Government and the development community. The Evaluation Team suggests that core components of this strategy should include:	Accepted	The CSP process, which begins in mid2017, will align the Country Strategy with the SDG2 and SDG17 priorities of the Nepal Government through a highly participative process which will enable evolution from traditional to capacity strengthening as appropriate.	Senior Management	Mid-Year 2017	Y
<b>R1a:</b> An approach that emphasizes the distinctive competences of WFP e.g. scenario and risk analysis, logistics, organizational ability to work in most remote areas and capacity to develop appropriate cash and commodity solutions to address food insecurity. The approach	Accepted	This will be undertaken as a part of CSP preparation	Program, Supply Chain	Mid-Year 2017	Y

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should evolve WFP's achievements and recognition in emergency preparedness into a coordinated resilience effort with a national level focus and a capacity to surge as necessary; <sup>39</sup> and reframe FFA assistance into social protection terms aligned with the changing Government policy and practice; this includes provision of safety nets, food and income smoothing at lean periods based on the hard-to-reach, food insecure areas. <sup>40</sup> The approach should strengthen coherence across WFP's portfolio of operations and focus around competences that span all operations, exploiting synergies between these wherever possible.					
R1b: A comprehensive gender analysis should be conducted at the design phase of the new strategic plan, building on knowledge gained through the CP activities, to ensure a gender focus is at the heart of the approach. As gender issues were found to be a major factor reducing the potential impact of all interventions in the CP, it is imperative that the new approach seeks to challenge	Accepted	Nepal CO with the support from RB/HQ to carry out comprehensive Gender Analysis in preparation for development of CSP	Senior Management/HR	Mid-Year 2017	Y

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gender inequalities, exhibits clarity on how men and women will be engaged in activities and the likely outcomes (benefits and challenges) for men, women, girls and boys.					
R1c: WFP should continue to explore creative solutions for the promotion of women in decision-making roles within the CO and field level	Accepted	While WFP has already pursued creative solutions and has brought women on board in non-traditional work areas, Senior management will continue to seek to increase and promote women in decision making roles at the CO.	Senior Management	Mid-2017	N
R1d: The strategy should be realistic, achievable and seek buy-in through early consultation with donors and Government during its development. Assured financial commitments would enable long-term agreements with partners, thereby improving the quality of the work.	Partially Accepted  Assured long term financial commitments are ideal but unrealistic based on most donor's funding cycle	Consultations as part of CSP design process will engage donor and government	Senior Management	Dec 2017	Y
<b>Recommendation 2.</b> During the CSP development process of 2017 and in any future CP, CO Management and programme units, with support of RB and HQ need to strengthen engagement in coordination and collaboration mechanisms with the aim of leveraging synergies with other	Accepted	List out thematic forums and assign focal person(thematic experts) to participate and contribute in the forum	Senior Management	Dec 2017	N

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organizations and increasing collaboration on common policy and joint initiatives. This could form the basis for advocacy and resourcing at national and international levels:					
R2a. CO leadership should ensure that high level technical and strategic staff capacity and time is prioritised to collaborate and coordinate with other stakeholders in national strategic processes in a consistent way in key areas in which WFP wishes to play a major role (e.g. nutrition, public works/social protection, education support). This includes ensuring relevant staff attend important meetings and provide valued inputs (e.g. in MSNP2 strategic direction and working groups, social protection strategic processes and UNCT core groups, such as UNDAF steering groups); this should also include enhancing WFP's technical advisory and capacity development role through retention of technical expertise and strategists within the organization and enhancing their profile externally.	Accepted:	<p>Key posts for high level technical and strategic staff have been recruited for and, as of February 2017, education, nutrition and livelihood specialists post are all staffed.</p> <p>Similarly, depending upon the availability of the funding, CO will also look into recruiting social protection specialist</p>	Senior Management/Program	2017	Y

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R2b. Education staff should work more collaboratively with different agencies, for example, with UNICEF, USAID, Plan International, Save the Children, World Vision and DOE to ensure minimum standards are met in schools such as number of teachers, training on teaching learning methods and physical facilities. WFP provided significant strategic input in the sectoral plan coordinated by MOE, however complementary activities such as school infrastructure, WASH and EGR are relatively new for WFP; strong collaboration and good coordination is needed in these areas for better impact, alongside clear communication to donors on how WFP's education support fits with the work of other organisations with established expertise in education.	Accepted and actions already taken and will continue to be strengthened	<p>WFP has established a dedicated Education Support Unit, with staff that have a strong understanding of education sector programming, management and reporting, and with a monitoring and evaluation team that can assess improvements in literacy, numeracy and enabling conditions in schools.</p> <p>Through 2015 and 2016 WFP engaged closely with the MoE led education consortium in developing the SSDP- main guiding document for education activities in Nepal, including school health and nutrition, National Early Grade Reading, ICT in Education among others as a critical cross cutting activity in the plans. Through its participation in the education consortium WFP has collaborated with other agencies and partners, prevented duplication and improved institutional coordination.</p> <p>The ongoing implementation of activities under the sectoral plan is supported with financial contribution from the Government and development partners including USAID, Global Partnership for Education (GPE), Asian Development Bank, World Bank,</p>	Education	December 2017	N

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		<p>Australia, DFID, EU, Finland, Norway, JICA, the United Nations (UN) agencies of United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF and WFP through a sector wide approach and managed by the MoE in close consultation with the Ministry of Finance (MoF).</p> <p>WFP is a key participant in the National Early Grade Reading Programme consultations lead by USAID/RTI and has also taken an active role in establishing the WASH in School Task Force which is lead by DoE and includes UNICEF, Save the Children among others. Participation in the education cluster has allowed WFP to understand partner activities and avoid overlaps in the MFWR. Close coordination with UNICEF's education and WASH teams help WFP to ensure that resources are not duplicated.</p> <p>For 2017 process is in place to strengthen engagement with Child Health Division, Ministry of Health, to elevate School Health and Nutrition program in coordination with other partners.</p>			

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R2c. CO leadership as well as programme management should actively communicate with donors and stakeholders on an ongoing basis to strengthen relationships and to raise awareness of what WFP is doing and how its activities make a difference. Regular attendance, commitment and visible contributions within stakeholder fora is one vehicle for this	Accepted	Refer to previous action. The strategy for external relations will be reviewed by incoming external relation officer	Donor Relation	December 2017	Y
<b>Recommendation 3.</b> Within the 2017 planning process, the Nutrition Unit should examine the role of MCHN alongside the incoming IMAM programme and in the context of MSNP2 and continue to assess its relevance and opportunities for collaboration with others to maximise sustainable nutrition outcomes. CO should adapt and prioritise WFP's nutrition support to ensure that joint or collaborative programming occurs wherever possible, which is aligned with the principle of the multi-sectoral approach (e.g. leveraging organisations implementing income-generating activities working in the same areas; working alongside UNICEF on IMAM and IYCF) and that interventions remain effective and pertinent in support of emerging Government strategies and approaches	Accepted	The CSP will identify gaps and opportunities for multi-sectoral collaboration and joint programming in line with MSNP2, while seeking sustainable resources.	Program	2017-2018	Y



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<b>Recommendation 4.</b> Within the context of resource shortages and multiple actors carrying out public works in the region, Programme management supported by technical departments, RB and HQ should develop a plan for significantly decreasing coverage in RCIW but aiming for improved standards of works. This would align with the evolving corporate approach. It should start in 2017 and be established for any future CP. It should combine:					
R4a. Ensuring that planning and project selection processes for FFA reflect women's priorities as well as men's and seek to reduce women's workload, through discussion of a more appropriate female-friendly set of options. This could include drinking water and sanitation facilities to improve hygiene. It requires actively seeking women's views and priorities by discussing with women in separate groups to men.	<p>Partially accepted</p> <p>A joint programme with UN Women, FAO and IFAD for the Economic Empowerment of Rural Women in Nepal (RWEE) has been successfully implemented as one of the new partnerships of the CO in supporting gender responsive implementation of the Nepal Agricultural Development Strategy.</p> <p>Specific FFA programme targeted to Women such as RWEE will be replicated in</p>	Roll out RWEE modalities, where feasible, in future FFA programming.	CO Management/P programme	Dec 2017	Subject to availability of funding from RB or HQ

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	future. However, not all FFA activities can be exclusively targeted to address the needs of women only.				
R4b. Work with MoFALD towards an objective assessment of households most in need, drawing on existing VAM data and analysis, experience of other public works programmes in targeting and through a series of community discussions. This is the minimum required to support an approach that targets the most vulnerable households within the VDC and represents a shift away from self-selection. Available data shows that around 50 percent of HHs are below the poverty line in this region and that could be a starting point for guiding reduction of supported HHs within targeted VDCs. The CO should also assess if projected resources could be more efficient and effective if working in fewer districts than currently supported. Where difficult decisions arise from this, the ET would recommend prioritising the more remote locations as those areas are generally more in need of infrastructure, livelihoods and service development, and this is consistent with	<b>Partially Accepted</b>  The scope of targeting goes beyond MoFALD to other relevant ministries including the NPC. Also, such paradigm shift from self-targeting to systematic household level targeting requires a thorough planning process as the approach is to reframe FFA assistance to align with various Government social protection schemes, instead of creating a WFP's stand-alone targeting mechanism	<ul style="list-style-type: none"> <li>- Review the current FFA targeting mechanism, discuss and agree with MOFALD and other stakeholders to seek the possibility of household level targeting.</li> <li>- Carry out assessment with the involvement of stakeholders and</li> </ul>	- Programme unit	<ul style="list-style-type: none"> <li>- 2017</li> <li>- Beyond 2017</li> </ul>	<ul style="list-style-type: none"> <li>- Yes</li> <li>- A longer-term (3-5 yrs.) commitment of</li> </ul>

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WFP's acknowledged competence in reaching remote areas that others cannot.		government agencies including NPC, MOFALD, MOE and MOH to objectively target the most vulnerable households in the more remote locations that require assistance from WFP.			funding is required to implement the recommended approach.
R4c. Use WFP's engineering unit as a core resource for RCIW along with local authorities and undertake robust feasibility assessments of all rural road initiatives. CO should de-prioritise those that cannot clearly demonstrate coherence with broader local authority transport plans and commitments. Consider the use of light machinery for specific stretches such as hard rock outcrops that are prohibitively expensive to clear with hand tools alone.	<b>Accepted</b>	Engineering has now decentralized two staffs to the field to provide better access of engineers to RCIW, SMP, KOICA, EQ PRRO	CO Management	2017	Y
R4d. Aim to maximise available resources to benefit households most in need by targeting fewer households with a minimum of 35 waged days per year.	<b>Accepted</b>	Subject to resource availability, seek the right balance of community/household asset needs and work norms. As for geographic and household level targeting in future FFA activities, link to point b above.	Programme and VAM	2017 and beyond	Y

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R4e. Improve coordination between WFP, MOFALD, Department of Local Infrastructure Development and Agricultural Roads (DOLIDAR) and other public works providers (e.g. Karnali employment programme - KEP and Rural Access Programme - RAP) to maximise coherence on policy and practice around a set of Government-approved standards	<b>Accepted</b>	Explore and work out the modality with MOFALD and DOLIDAR.	Programme	2017-2018	Subject to fund availability and agreement with the government
<b>Recommendation 5.</b> Within the 2017 planning process, the M&E Unit, with support from CO management and leadership, Donor relations and Communications and RB, should lead a process to improve data management and reporting quality for donors, Government and the media ensuring that reports focus more clearly on evidence-based outcomes and impacts of programmes. This would further demonstrate WFP's achievements and areas of strength and expertise. Options include:					
R5a. During the project design phase streamline data collection and reporting, focusing on a refined set of the most useful indicators that demonstrate achievements,	Accept	CO will ensure inclusion of a comprehensive Monitoring and evaluation plan in the M&E section of the CSP. The CSP will further	Programme	2018	No additional

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ensuring that relevant gender indicators are included and analysed, while being mindful of donor and external requirements. For example, data that explain what RCIW cash and food earnings mean at the household level in terms of food and income smoothing at critical periods; demonstrate how school feeding reaches those furthest behind and empower children, especially girls, to expect equality within and beyond the classroom; present data that promote thinking in sustainable ways about how school feeding supports local economies and empower women and girls for the benefit of everyone.		<p>elaborate the Minimum Monitoring and Evaluation Activities (MMEA) for 2018-2022 period and estimated budget in order to implement the MMEA for the ESP period, 2018-2022.</p> <p>The CO will ensure that M&amp;E planning will be inbuilt into the programme design processes so that a detail M&amp;E activities and budget are reflected into the project documents and CO is committed to implement the plan.</p>			budget involve
R5b. Outcome monitoring should be increased to sampling in target communities twice a year, instead of once, to capture indicators affected by seasonality (e.g. FCS, CSI and MAD) during both lean season and post-harvest periods, ideally using a panel survey, if these types of indicators continue to be prioritized. Where corporate indicators add little value and are costly to collect, a discussion should be opened with RB and HQ on funding mechanisms for these.	<p>Partially accepted</p> <p>The monitoring and evaluation activities is very costly in Nepal due to the extremely remote location of intervention. Two time data collection in a year will increase the operation cost very high.</p>	Depending upon the availability of the funding, CO in consultation with RB will further explore additional resources and carry out outcome monitoring twice a year.	Programme/M & E	Dec 2017	Y

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R5c. Ensure that WFP has adequate field monitoring capacity to fulfil its accountability function; improving synergies between WFP activities and across the country portfolio could assist with feasibility of this, as well as exploiting opportunities among UN partners for joint monitoring.	Partially accepted  Since the geographic areas of UN agencies intervention is different, joint monitoring among the UN agencies is not always practical	WFP Nepal CO has already started analyzing minimum monitoring evaluation requirement and the capacity (human resource) gap at the field level monitoring. The CO will finalize the plan in 2017 for its implementation.  CO will expand the use of remote monitoring techniques such as use phone for data gathering for relevant activities.	Programme/M &E	2017	USD 10,000
R5d. Data from all monitoring sources should be systematically triangulated in a structured way. There should be a timely two-way flow of information between WFP and cooperating partners to improve quality of reporting and so that both sides can work together to adapt systems and interventions as necessary.	Accepted	WFP will ensure sharing Monitoring results with GON and NGO partners through the information sharing workshop.  The donor relation and communication unit will prepare a monitoring briefs/infographics and share it with all relevant stakeholders in a regular basis.	Programme/M &E  Donor relation/communication	2017	Yes (USD 2500/year)
<b>Recommendation 6.</b> With the current CP, the Nutrition unit supported by management should move to a seasonal Blanket Supplementary Feeding Programme (BSFP) for 6-8 months of the year to cover the lean season, to reduce costs of intervention and promote community self-	Partially accepted: Seasonality approach for BSFP (MCHN) is feasible and may thus be proposed with the Nutrition Section,		Program	January to May 2017	Y

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reliance; depending on the nutritional status of children (to be confirmed in 2017 end line survey) there may be options for targeting to be further refined to reduced numbers of VDCs within the districts or to targeting vulnerable households and children within VDCs in future programming beyond 2017.	<p>Child Health Division for consideration.</p> <p>Reduced numbers of VDCs within the districts or targeting only highly vulnerable households and children and PLW will also be feasible using VAM methodology. However, it will be politically and socially difficult, incorrect in high hills and mountainous areas.</p> <p>It must be noted that there has been no donor funding for MCHN BSFP even during recent drought. So final decision will be based on donor feedback during consultation for CSP</p>	Prioritize a number of strategic meetings with Nutrition Section, Child Health Division and seek approval through DoHS.			
<b>Recommendation 7.</b> During the remainder of this CP, the CO Nutrition unit supported by Programme management should expand the nutrition counselling approach in MCHN from a focus on mothers	Partially Accepted: Only if further funding for MCHN is secured	Seek more resources while discussing the new approach in the CSP process. Expanding community based IYCF/MIYCN counseling has cost implications.	Program	2017-2018	Y

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to community level, targeting fathers, grandparents and community leaders. This could include community, small group and individual meetings beyond the health post to accelerate knowledge transfer and promote behaviour change.					
<b>Recommendation 8.</b> During the remainder of this CP and into the next, the Education unit, supported by Programme management should work to improve social mobilisation and increase engagement with parents, local stakeholders and school teachers to support sustainability and ensure preparation for a smooth exit for WFP. Other activities to support the sustainability of the school feeding programme include:	Accepted	<p>WFP is supporting the MoE to continue to develop a transition strategy for a fully government-owned school meals programme. WFP is currently supporting a pilot comparative study in the two school meals modalities in order to inform the strategy which will lay out the framework for a national programme with clarity of roles and responsibilities of stakeholders.</p> <p>WFP's transition support to the Government will also continue to include capacity building trainings to MoE/FFEP on supply chain aspects, including commodity management, food storage and handling, as well as trainings to teachers, Parent Teacher Association (PTA) and FMCs promoting community engagement and ownership through the process</p>	Education	December 2017	N



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R8a. Ensure that the FMC and SMC training at the beginning of each academic year includes adequate orientation on the role of FMC to mobilize men and women equally for Super cereal transportation from FDPs to schools; it should also sensitize pupils, parents and teachers on the importance of girls' education up to secondary school and the impact of early marriage and drop-out.	Partial Accepted  Trainings to FMC and SMC are conducted at an annual basis based on the plans and priorities of the schools and the GoN's fiscal calendar which starts in July.	Additional trainings will be identified and planned in consultation with FFEP	Education	December 2017	N
R8b. Support the DEO and FFEP to ensure that at least 50 percent of members of FMC are women (5 women out of 9 members). This will require support in the development of materials for community sensitization and FMC orientation on roles and responsibilities. FMC should also be sensitized to the value of supporting and empowering women as active leaders in the decision-making processes. Development and delivery of training on leadership skills and decision-making may be necessary in some VDCs.	Partial Acceptance  WFP's influence is largely limited to FMC. Current guideline already requires 50% women participation	Sensitization and engagement activities ongoing.  For SMC it's part of the broader SSDP strategy. JICA until now had been taking the lead in this area, discussions are expected as implementation progresses for further strengthening of SMC and increasing women participation.	Education	December 2017	N
R8c. On-going and future programmes should work with FMCs on how the community can manage a school meal programme for children once WFP phases out. WFP should also discuss and advocate	Accepted	WFP is supporting the MoE to continue to develop a transition strategy for a fully government-owned school meals programme. WFP is currently supporting a pilot comparative study in the two school meals	Education	December 2017	N

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with DEOs for the assumption of their role over the longer-term.		<p>modalities in order to inform the strategy which will lay out the framework for a national programme with clarity of roles and responsibilities of stakeholders.</p> <p>WFP's transition support to the Government will also continue to include capacity building trainings to MoE/FFEP on supply chain aspects, including commodity management, food storage and handling, as well as trainings to teachers, Parent Teacher Association (PTA) and FMCs promoting community engagement and ownership through the process</p>			
R8d. Systems and funding mechanisms for maintenance of school infrastructure constructed with WFP resources should be established in coordination with other stakeholders for the longer-term sustainability of facilities	Accepted	Action taken- at the completion of all infrastructure schemes, WFP conducts a formal handover to the schools. This is formally endorsed by the Government Agencies- District Education Office and Food for Education Unit in the district of project. The handover procedure and issuance of completion certificate to schools provisions for maintenance of those structures by the school with oversight from the District Education Offices.	Education	December 2017	N

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<b>Recommendation 9.</b> Within the 2017 planning process, CO Programme management supported by relevant technical advisors within RB should explore with MOE the possibilities and options for extending support to targeted secondary schools to promote the transition of girls into secondary education, in consideration of the high drop-out rates and high rates of child marriage. Criteria related to equity, gender, socially excluded groups (deaf children), caste discrimination and most vulnerable catchment areas could be considered to target secondary school support. Creative approaches should be considered, such as the Girls Incentive Programme resource transfer and creation of synergies with other actors to address comprehensively the multiple issues that prevent girls as well as boys from accessing secondary education.	Not Accepted. This is a substantial increase on the change in beneficiary population which requires assessment or impact of activities amongst WFP beneficiary group and multiyear commitment	This recommendation will be considered in the overall strategic CSP preparations	Programme	Dec2017	Y