

Decentralized Evaluation Quality Assurance System (DEQAS)

Management Response to the Evaluation Recommendations

October 2018

School Meals Programme in Malawi from (2013-2015) WFP Malawi Country Office						
Rec #	Recommendation Text (as per evaluation report)	Management Response (Is recommendation Accepted, partially accepted or not accepted?)	Actions to be taken (Briefly state what actions will be taken to address the recommendation)	Action By [WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/Complete]
1	WFP and other education partners should continue to support the MoEST to articulate a clear School Meals Strategic Plan that can be used as the basis for a nationalization strategy. The Strategic Plan should include an implementation plan and be accompanied by a designated government school meals budget line. -The evaluation recommends that the School Meals Strategic Plan be developed in consultation with other partner ministries particularly those with existing linkages to education and/or school meals, including the Ministry of Agriculture, Irrigation and Water Development; Ministry of Gender Children, Disability and Social Welfare (MoGCDSW); Ministry of Finance, Ministry of Civic Education,	Accepted	WFP together with other UN agencies supported the Government (Ministries of Education, Gender, Health and Agriculture) in the development of the School Health and Nutrition Strategy (SHNS) which has School Meals as a key component. In addition, FAO led the development of the strategy with full involvement of WFP. For the Strategic Plan; 1. WFP will support the government with the development of a comprehensive budget for a National School Meal Programme which can be used to advocate for funding. This will be linked to the national cost assessment in addition to the cost benefit analysis (see #2 below)	Government (line ministries), UN Agencies (WFP, FAO), NGO partners	1-By June 2019	In progress

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	Culture and Community Development; and others as appropriate. The School Meals Strategic Plan should then include specific responsibilities for each actor. -It is also recommended that as part of the development of the Strategic Plan, the social protection benefits of the SMP be strengthened and clearly articulated. This may help formation of linkages with relevant ministries such as the MoGCDSW and others as appropriate.		2. WFP will support the development of the National School Meals Operation Plan (including articulation of the social protection benefits of SMP) which will be aligned to School Health and Nutrition Strategy (SHNS).		3- By June 2020	
2	WFP should continue to support the government to implement HGSM models. -It is recommended that during the development of the School Meals Strategic Plan, that stakeholders consider alternative HGSM models -It is also recommended that WFP and partners undertake a full cost benefit analysis to determine the cost efficiency of centralized and decentralized SMP models, and	Accepted	WFP supported Government to develop a best practices study that highlighted HGSM as the most cost-efficient and sustainable model hence the need for continual support. For continual support on implementation of HGSM; 1. WFP will support Government with a comprehensive Cost-Benefit Analysis for evidence generation. 2. WFP will transition 88 additional schools from Centralized to HGSM. A	WFP WFP & Government	2- By June 2019 By end of December 2019	In progress In progress

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	therefore the potential cost of a future national HGSM programme.		total of 169 schools will be on HGSM Model.			
3	WFP Malawi should address the causes of delays in their pipeline – both for delivery of CSB+ and for the release of monies to schools for the HGSM to ensure timely procurement and provision of school meals.	<i>Partially Accepted</i>	1. WFP will negotiate with USDA for timely delivery of commodities or request for call forward 2. WFP will review, validate WFP commodity/Food delivery Standard Operating Procedures (SOP) and HGSM addressing the timely transfer of commodities and funds; 3. WFP will closely monitor the SOP application and their effectiveness;	WFP	1. By December 2018 2. By December 2019 3. By December 2019	In progress In progress In progress
4	WFP and the MoEST should strengthen the implementation of the Malawi National Girls Education Strategy and develop partnerships to implement complementary programming that make the school environment more appropriate for girls and OVCs. - It is recommended that WFP establish partnerships with other agencies to strengthen the implementation of the Malawi Girls Education Communication Strategy. This will enable SMP projects to impact better on girls' participation in education	<i>Partially Accepted</i>	Considering that WFP's contributions are complementary to other partner support to government as such WFP will: 1-Expand and adapt as appropriate the JPGE model to additional 88 schools under centralized model in a phased approach. This will be informed by the lessons from the ongoing evaluation of JPGE. 2-WFP will continue to lobby to other partners on the implementation of National Girls Education Strategy.	WFP country office; WFP advocating through government	By December 2019 2024 (throughout the CSP)	In progress In progress

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	(enrolment, attendance, retention, completion, and their transition from primary to secondary schools).					
	At the same time, WFP should lobby the MoEST to engage more female teachers into schools and ECDs.	<i>Accepted</i>	WFP will advocate with Government to engage more teachers, including female teachers, through the Technical Working Groups under Ministry of Education; Under the expansion of Government secondary schools, WFP will support the construction of 2 teachers' houses per each of the 5 secondary schools and advocate that these be provided to female teachers in an appropriate and safe environment. For ECD centers WFP will continue advocating for 50/50 participation of male and female caregivers	WFP and Government	By December 2019	In progress
5	WFP and other education actors should support the MoEST to implement the National Strategy for Inclusive Education. -It is recommended that WFP advocate for the expansion of more ECDs building on the support provided to	<i>Accepted</i>	Currently WFP School Meals programme include the provision of Take Home Rations (THR) targeting orphan and vulnerable children (OVCs). In addition, WFP will ensure that the feeding structures design (specifically feeding Shelter) are able to			

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	them in the past such as food, equipment and training of caregivers.		<p>accommodate children with special needs.</p> <p>1.WFP will continue advocating for funding for the provision of THR in all targeted schools;</p> <p>2. WFP will assess available barriers to access to food for special needs students. This assessment will be a basis to identify partners and action with government.</p> <p>3. WFP will ensure that all the feeding structures accommodate children with special needs however this will depend on funding availability;</p> <p>4. WFP will also review its monitoring tools for comprehensive tracking of the implementation of inclusive education under the National Strategy:</p> <ul style="list-style-type: none"> - advocate for expansion of ECDs buildings - lobby for acceleration of government recruitment of special needs teachers and financing of inclusive education 	WFP, Government & Other partners	<p>1.By December 2020</p> <p>2.By Dec 2020</p> <p>3.By December 2020</p> <p>4. By February 2019 (Annually)</p>	In progress
6	The MoEST with support from WFP and other education partners including UNICEF and UNESCO should continue	Accepted	Considering, this is a broad government issue that many			

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	to address gaps in school infrastructure, teacher numbers and access to clean water. -Where possible, it is recommended that WFP leverage their relationships with other agencies to establish complementary projects to help address the above challenges.		development partners are contributing to: 1. WFP, in partnership with other NGOs and UN agencies (UNICEF for WASH), will continue to lobby with government for funding for school meals infrastructure and WASH facilities. 2. WFP through its monitoring system will assess gaps in the school (infrastructure, teacher numbers, and access to water) and use the information for advocacy. 3. WFP will continue advocating with UN sister agencies in improving the infrastructure and sanitation as per the current UNDAF which is promoting delivering as one UN.	WFP leading with government support and input from relevant partners such as UNICEF and UNFPA	1.By December 2023 2.By December 2023 3.By December 2023.	In progress In progress In progress
7	WFP and MoEST should provide additional support to the monitoring, technical backstopping and training provided by the School Health and Nutrition (SHN) committees.	Accepted	WFP has implemented a number of actions in response to this which includes, provision of vehicles, motorcycles and tablets to the district and central level (purchased with other donor funding): 1) WFP will implement a refresher training on implementation and	WFP	1.By October 2018	In progress

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			monitoring for the School, Health and Nutrition (SHN) Coordinators. 2) Joint monitoring will be conducted in coordination with the central level (national) and other focal points at district level, particularly the District Education Management Information System (DEMIS) team.		2. By June 2019	In progress
8	WFP and MoEST should continue to provide community awareness and education on the importance of education. -It would be useful to carry out activities to follow up school dropouts and ascertain the reasons for dropout. This would help ensure that the community awareness messaging is appropriate.	<i>Accepted</i>	While community sensitizations have been implemented through WFP's partnership with a national NGO (CRECOM) on importance of education, expansion to reach a wider coverage is envisaged: 1. WFP will develop a community awareness guidance package on messages for sustainability including quarterly targets for field staff on community awareness meetings; 2. WFP will orient field staff on community awareness guidance package	WFP CRECCOM MoEST	1. By June 2019 2. By December 2020	In progress In progress
9	WFP and the MoEST should develop some common SMP guidance to ensure that each SMP include some key	<i>partially accepted</i>	WFP will continue advocating for and following up on the process to standardize indicators and monitoring tools and data collection through			

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	outputs and outcomes, regardless of implementer or donor. -The evaluation recommends that perhaps as part of the Strategic Plan, the MoEST consider developing some minimum standards and/or outputs and outcomes that all SMP implementers should follow. This would also help harmonize the monitoring and data collection of school meals.		District Education Management System (DEMIS) and Education Management System (EMIS)	WFP NGOs MoEST	By December 2020(Through quarterly Technical Working Group meetings)	In progress
10	MoEST with support from WFP and FAO should increase the use of the school gardens as a nutrition education tool and/or as an opportunity to provide fruits and vegetables for a more diverse school meal.	<i>Accepted</i>	WFP will continue working with FAO and Ministry of Agriculture on expanding the school gardens project to the remaining schools under WFP support which have not implemented that component and continue monitoring the implementation model to make it sustainable	WFP, Ministry of Agriculture and FAO	By end December, 2023	In progress