



Decentralized Evaluation Quality Assurance System (DEQAS)

Management Response from WFP Lesotho to the recommendations of the decentralized evaluation of the National School Feeding Programme in Lesotho

2007 to 2017

Rec. #	Recommendation Text (as per evaluation report)	Management Response (Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ?. If partially accepted or not accepted, provide a brief response)	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	<p>Recommendation 1: Activate national governance and management arrangements and extend resource mobilisation efforts. By the end of 2018, MOET, with WFP support, should begin to strengthen the capacity of the SSRFU to function as a Secretariat (SFS) and activate the Multi-Sector Advisory Board (AB) to expand resource mobilisation, efficiency and institutional harmonisation measures as envisioned in the national school feeding policy:</p> <p>-Located in the MOET, the Secretariat will oversee the roll-out and delivery of NMAs, as well as the monitoring and capacity strengthening of district operations.</p> <p>-The AB should draw on senior Ministry, UN and NMA partner representatives with the authority to oversee school feeding implementation and institutional harmonisation, while supporting resource mobilisation and efficiency measures to balance budgetary and operational demands</p>	Accepted	WFP to intensify advocacy efforts to the Ministry of Education and other ministries to take a leading role. Advocacy to other ministries, UN agencies, private sector and NGOs will be done to partake their roles and responsibilities in school feeding	CO - Management, School Feeding, RBJ, Government Counterparts led by MOET,	Sept 2018 -Dec 2019	In Progress
			Secondment of WFP staff to the Ministry of Education to support the establishment of the School Feeding Secretariat (SFS) to oversee the roll-out and delivery of NMAs, as well as the monitoring and capacity strengthening of district operations.	CO - Management, School Feeding, RBJ, Government Counterparts led by MOET,	Jan-19	Not started
			MOET with support from WFP - Draw up a basic structure of the SFS - identify key functions that are required for the implementation, coordination and oversight of the SFP (use the capacity gap analysis to guide this exercise)	WFP CO - Management, School Feeding Unit, MOET through the office of the PS	Jan -March 2019	Not started
			WFP to take a lead role to advocate for Advisory Board meetings and support MOET in ensuring quarterly Advisory Board meetings are held with a clear agenda	WFP CO -CD with support from School feeding unit and MOET School feeding Coordinator	March 2019 [first meeting] followed by subsequent quarter until handover in 2023	No started
			Joint proposal writing to attract funding for school feeding	WFP CO - School Feeding, Donor and Partnership officer, Nutrition, RBJ	Sept 2018 -Dec 2023	In Progress
			MOET through the support of WFP to hold bi-annual private sector forums on school feeding for partners to identify gaps, opportunities around SFP	WFP CO - School Feeding, RBJ	Starting June 2019 until 2023	Not started

Rec. #	Recommendation Text (as per evaluation report)	Management Response (Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ?. If partially accepted or not accepted, provide a brief response)	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]
2	<p>Recommendation 2: Design and expand NMA services on a district-by-district basis reaching national coverage in 2023. To increase NMA efficiency, and beginning in the 2018-19 academic year, the SFS, with WFP and MSBD support, should introduce competitive district-level tendering and award district level contracts to registered NMAs in line with a sequential district-by-district roll-out plan.</p> <p>- By mid 2019, SFS, with WFP, AB and FAO support, should complete a risk analysis of NMAs and on this basis publish codified rules and Standards for NMA contracting, procurement, operations and reporting (transparency).</p> <p>-Led by the SFS, and with WFP and MSBD support, interested NMAs, including the FMU and NGOs, should undergo capacity analyses to assess their ability to meet national standards prior to registration.</p> <p>- On publication of the Standards, NMA roll-out should begin with a maximum 3 districts tendered out to NMAs during the 2018-19 academic year. More district tenders may be launched from 2020 through to 2023.</p> <p>-NMAs bidding for district level tenders should submit procurement plans for fortified commodities and local perishables as well as farmer support measures. By June 2020, the first round of contracted NMAs should show evidence of local purchases of perishable foods from farmers and/or aggregators and examples of farmer support with MAFS, MSBD, FAO, and/or private sector service partners.</p> <p>- WFP and Caterer school meals services should continue in districts not covered by NMAs until they are phased out in line with the district roll-out strategy.</p>	Partially Accepted	<p>Support government to decentralise NMA services</p> <p>Through WFP support, MOET to prepare NMA roll-out plan by identifying areas of surplus production with potential NMAs where districts-based pilots can be done.</p> <p>Support the government in conducting capacity assessment and risk analysis of potential NMAs and publish codified rules and Standards for NMA contracting, procurement, operations and reporting (transparency).</p> <p>Capacitate School Feeding Secretariate and school feeding committees and other stakeholders to monitor Local purchase programme spearheaded by the NMAs - programme implementation, quality assurance, book keeping and contracting</p>	<p>WFP CO - School Feeding, RBJ</p> <p>WFP CO - School Feeding unit, RBJ, Ministry of Agriculture, Ministry of Small Business, Marketing & Cooperatives, FAO</p> <p>WFP CO - School feeding, M&E, Supply Chain Unit, RBJ</p> <p>WFP CO - School feeding, Supply Chain Unit, MOET, Ministry of Agriculture, Ministry of Small Business & marketing, RBJ</p>	<p>2019-2023</p> <p>Sept 2018 - Dec 2023</p> <p>April 2019 - Dec 2023</p> <p>April 2019 - Dec 2023</p>	<p>Not started</p> <p>In Progress</p> <p>Not started</p> <p>Not started</p>
3	<p>Recommendation 3: Reduce menu costs while maintaining nutrition standards. During the 2018-19 academic year, the SFS, with WFP, FNCO and MAFS support, should simplify the menu to a daily breakfast and lunch involving a combination of fortified cereals, pulses, oil and iodised salt (WFP menu) with agreed minimum levels of locally purchased seasonal fresh fruit and vegetables to ensure dietary diversity in line with local preferences.</p> <p>- To ensure OVCs are supported, the menu provided in all schools should include either a universal breakfast and lunch, a universal breakfast without lunch, or a targeted pre-school breakfast for NISSA registered OVCs, plus universal lunch.</p> <p>- To promote dietary diversity, the SFS and NMA with FNCO, MOH, MAFS and WFP support, should agree seasonal menus with district nutrition teams in roll-out districts.</p> <p>- To ensure children receive a balanced diet, the SFS, with WFP and MOH support should lead a comprehensive nutrient gap analysis of district menus to identify improvements.</p>	Accepted	<p>WFP to mobilize funds to support government to conduct the Fill the Nutrient Gap (FNG) study which will inform a recommended school meal with a nutrition objective.</p> <p>WFP to advocate to the MOET and government to make use of the FNG results in designing the SFS menu to improve the current school meal ration</p> <p>MOET with support from other Nutrition stakeholde to review the food basket in an effort to reduce costs while maintaining nutrition value</p>	<p>WFP CO - Nutrition Unit, RBJ, HQ, UNICEF, FNCO</p> <p>WFP CO - Nutrition Unit, RBJ, HQ, UNICEF, FNCO</p> <p>Ministry of Education and other national nutrition stakeholders</p>	<p>July 2018 - Dec 2019</p> <p>Once report is available</p> <p>Oct 2018 -March 2019</p>	<p>In Progress</p> <p>Not started</p> <p>In Progress</p>

Rec. #	Recommendation Text (as per evaluation report)	Management Response (Is recommendation Accepted, partially accepted or not accepted?. If partially accepted or not accepted, provide a brief response)	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]
4	<p>Recommendation 4: Realign the role of Cooks and Caterers and their payment arrangements. In line with the rollout of district NMAs over the period 2019-23, MOET, with WFP, NMA and MSBD support should move from a centralised to decentralised payment model overseen by schools in rural areas and the contracting of catering businesses by NMAs or the MOET to service multiple urban schools.</p> <p>- In the short-term, during 2018-19, and to reduce risks of indebtedness, Cooks payments should revert to central MOET contracts and removed from NMAs.</p> <p>- From 2020 to 2023, MOET, with WFP support, should provide capacity strengthening of school principals and school feeding committees and introduce budgets for rural schools in NMA roll-out districts to recruit Cooks at locally agreed rates from communities with an opt out for schools with limited capacity.</p> <p>- By 2020, MOET-SFS and the NMAs, with WFP support, should operationalise the recruitment of Caterer businesses for the provision of school meals services to multiple schools in NMA districts through the issue of three-year tenders.</p> <p>- By 2020, MOET-SFS and the NMAs should engage MSBD to strengthen Cooks and Caterers contracting, book-keeping and small business management skills</p>	<p>Partially Accepted; the School feeding Secretariate needs to be functional in order for this recommendation to be fully implemented</p>	WFP to support the establishment of the secretariate and its functionality	WFP CO - Management, School Feeding, RBJ, Government Counterparts led by MOET,	Dec 2019 (depends on action under recommendation 1)	Not started
			MOET with support from Ministry of Small Business to capacitate Cooks and cateres on book keeping for businesses	MOET -School feeding unit through support from Ministry of Small Business	Jan 2019 - Dec 2023	Not started
			With WFP support, MOET to present to cabinet/Advisory Board a need to review (increase) the payment of cooks	WFP CO -management & School Feeding unit, MOET	Jan 2019 -Mar 2019	Not started
5	<p>Recommendation 5: Strengthen the capacity of SFS and District Nutrition Team staff to oversee and monitor decentralised school feeding. During the 2018-19 academic year, MOET should agree plans with WFP and Advisory Board members for the capacity strengthening of SFS officers at national and district levels to ensure the future programme is given effective planning, oversight and support. Implementation of each component of the plan should commence on a district-by-district basis during 2019-20 in line with NMA roll-out and include:</p> <p>- Recruitment and/or the secondment of WFP senior coordination staff to the SFS;</p> <p>- Training and support to national and district SFS staff and district nutrition teams to facilitate, monitor and review school meals services in schools, the performance of NMAs in delivering to contract commitments and standards, and cross-institutional support to the SFP within districts (see Recommendation 6)</p>	<p>Accepted</p>	MOET with support from MSBD to capacitate Cooks and cateres on book keeping for businesses	MOET & Minisrty of small business	July 2018 -Dec 2019	Started
			MOET with support from WFP to identify and prioritize key technical areas for the development of a capacity strengthening plan (for both national and district teams)	WFP CO - Management, School Feeding Unit, MOET through the office of the PS	Jan 2019 -Dec 2023	Not started
			Provide training and support to national and district SFS staff as per the capacity strengthening plan developed	WFP CO	Aug 2018 - Dec 2023	In Progress

Rec. #	Recommendation Text (as per evaluation report)	Management Response (Is recommendation Accepted, partially accepted or not accepted?. If partially accepted or not accepted, provide a brief response)	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]
6	Recommendation 6: Introduce a national monitoring and accountability framework. By mid 2019, the SFS, with WFP and Advisory Board member support, should finalise a comprehensive, gender disaggregated national school feeding monitoring and accountability framework that covers the entire SFP value chain in line with the ambitions of the NSFP including children's consumption of school meals; the employment and payment of Cooks and Caterers; the nutrition screening of children; school infrastructure status; NMA performance, and; national and local procurement, aggregation and logistics provisions. With WFP support, and following the example of the National University of Lesotho call centre, accountability to beneficiaries should be promoted through an independent call centre, potentially operated by a private sector provider, to support feedback concerned with school feeding and education services. Clear responsibilities for reporting against each component of the monitoring framework should be agreed by the SFS and Advisory Board members at school, district and national levels with appropriate resources allocated. Capacity strengthening of stakeholders in NMA districts should begin from mid-2019 onwards.	Accepted	WFP to support the MOET in finalizing the draft M&E Framework	CO - VAM/M&E Unit, RBJ	Mar 2018 - Apr 2019	In Progress
			WFP to support the MOET in developing an independent Accountability Framework for beneficiary feedback on the NSFP, Develop SOPs, mobilise funding for the call centre	WFP CO - Gender and Protection & M&E, RBJ	July 2018 - April 2019	In Progress
7	Recommendation 7: Ensure adequate school water, sanitation and hygiene infrastructure. By the end of 2020, MOET, with the support of Advisory Board members, WFP, MOH, UNICEF and relevant NGOs, should agree investment arrangements and implementation strategies with the Ministry of Finance and donors to improve school kitchen, storage, and water and sanitation facilities.	Partially accepted - achievement of this recommendation is dependant on other development partners and other Ministries	WFP to advocate for the improvement of WASH infrastructure in schools	WFP CO - Management, Nutrition Unit, NGOs, UNICEF, Ministries of Health, Local Government, Water Affairs, Finance and Development Planning, RBJ	Jan 2019 - Dec 2023	Not started
			WFP to support resource mobilization efforts of government to improve WASH infrastructure in schools	WFP CO - Management, School Feeding, RBJ, UNICEF, MOW, MOH	Jan 2019 - Dec 2023	Not started
8	Recommendation 8: Integrate school feeding with cross-ministry development initiatives. By the end of 2020, MOET, through the SFS, working in partnership with AB members as well as UNICEF and FAO, should formalise common strategies and plans to use school feeding as a platform for sector-led programmes for nutrition, social protection, food security, and small business development led by other ministries. Examples include: - MOET, through the AB and with WFP and UNICEF support, should agree a common strategy with the MOH for strengthening the provision of nutrition services to ECCDs and primary schools including the anthropometric measurement of children and provision of complementary nutrition services; - MOET and MSD with WFP and UNICEF support should agree protocols for engaging and helping teachers to raise awareness of social protection entitlements, identify and refer OVCs to NISSA, and ensure registered OVCs are fed; - MOET and MAFS with WFP and FAO support should agree capacity strengthening support to help farmer organisations provide the right produce, negotiate purchase agreements, and develop aggregation and logistic arrangements with NMAs, and; - MOET and MSBD with WFP support should agree plans to strengthen the capacities of Cooks and Caterers in running small businesses and responding to local, multi-school and multi-year school feeding tenders.	Partially accepted the success of this recommendation is dependant upon the other Ministries readiness and preparedness. This is given the fact that other ministries are yet to recognize their role in NSFP	WFP to advocate for the adoption of the HGSP concept through continued support to the Local Purchase initiatives of the school feeding programme	WFP CO -School Feeding, RBJ, Ministries of Agriculture, Small Business Development, FAO	Jun 2018 - Dec 2023	In Progress
			WFP will advocate and support the implementation of nutrition-sensitive programming in school feeding	WFP CO - Nutrition Unit, RBJ, UNICEF, Ministries of Agriculture, Health, Local Government, FNCO	Jan 2017 - Dec 2023	In Progress
			MOET to secure MOUs with different stakeholders - ministries, NGOs, UN agencies on different operational areas	MOET with support from WFP CO-Management, School Feeding unit, Nutrition,	Jan 2017 - Dec 2023	In Progress
			WFP to intensify efforts to advocate for the school feeding programme to be shock-responsive	WFP CO - School Feeding, RBJ, UNICEF, Ministry of Social Development	Jan 2019 - Dec 2023	Not started