

Decentralized Evaluation Quality Assurance System (DEQAS)

Management Response from WFP Guinea-Bissau to the recommendations of the decentralized evaluation of McGovern-Dole-funded School Feeding project (2016-2019)

Rec. #	Recommendation <i>[as per evaluation report]</i>	Management Response <i>[Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief response]</i>	Actions to be taken <i>[Briefly state what actions will be taken to address the recommendation]</i>	Action By <i>[WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]</i>	Implementation timeframe <i>[Month, Year]</i>	Status <i>[Not started/In progress/On hold/Complete]</i>
1	<p>Diversify school meals, and promote nutrition and health education Local food purchase from local farmers and their associations, prioritizing women farmers’ associations; Establish school gardens, based on species and local varieties and adapted to local environmental conditions and eating habits of local communities;</p>	<p>Partially accepted. Diversification would be possible only with other donor funding, as MGD with the in-kind contribution does not allow local food purchase. Other diversification measures also require additional funding as school</p>	<p>Make efforts to attract other funding to seek diversification of school meals</p>	<p>WFP CO RBD HQ Government</p>	<p>2021-2024 Current CSP</p>	<p>In progress</p>

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	<p>Construction of school fences with food and/or medicinal plants (Moringa, purgueira, fruit trees); Implement sustainable and environmentally friendly practices such as composting and construction using local resources; Organize animation with themes on health and nutrition using theatricalization and other methodologies of group dynamics. Develop agroforestry nurseries that can feed home gardens, supporting local purchasing systems¹.</p>	<p>gardens, school fences and nutrition and health education were not part of the original project agreement. However, WFP CO has piloted local food purchase in Bafata region since 2014 with EU grant and implemented in Cacheu and Oio regions since 2017 with the Government of Guinea-Bissau grant and in 7 of 8 regions since 2018 with Japanese grants, which in</p>				

¹ Although the productive potential of school gardens is limited, they have a pedagogical objective that it is important not to neglect.

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		2020 covering all 8 regions where school feeding is implemented. Establishment of a sustainable school garden is by itself a formidable endeavour considering previous positive and negative experiences in the country, which require additional funding, expertise, a follow-up which are not possible with the current MGD funding or agreement. Construction of school				

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		<p>fences is not included in the project, nor sufficient resources are available anywhere else. Composting is part of the local food purchase with women's associations in cooperation with the Ministry of Agriculture (MADR). WFP advocated and succeeded to include nutrition in school curricula to be implemented with the school curricula reform in collaboration with Ministry of Health</p>	<p>Continue with promotion of composting with local food purchase partners, including Ministry of Agriculture</p> <p>Reactivate the Intersectoral committee for the</p>	<p>WFP CO NGO partners MENES MADR</p> <p>WFP CO NGO partners MENES</p>	<p>2021-2024 Current CSP</p> <p>2021-2024 Current CSP</p>	<p>In progress</p> <p>In progress</p>

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		<p>(MINSAP) and Institute of National Development of Education (INDE). It is to be piloted and later expanded to larger numbers of schools, but the reform is being delayed. Recommended methodologies with animation and theatres can be incorporated when the pilot is reviewed. Not sure of the purpose of the development of agroforestry nurseries, if this is within the context</p>	<p>school canteen created in 2011, to bring together the Ministries of Health, education and agriculture to work together to address the issue.</p> <p>The school feeding Unit in the Ministry of Education will recruit nutritionist and work together with Nutritional Department from Health Ministry to</p>	<p>MADR</p> <p>MENES, INDE WFP CO</p> <p>MENES, Ministry of health</p>	<p>2021-2024 Current CSP</p> <p>2021-2024 Current CSP</p>	<p>In progress</p> <p>In progress</p>

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		of school gardens or/and local purchases. Either way, to ensure well organized and sustainable one, there are additional human and financial resources are required that are not available within MGD grant.	improve the school menus and expand the nutrition training of cooks started in 2019.			

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			Monitor and follow-up with INDE and MENES			

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2	<p>Improve kitchen infrastructures and working standards of school cooks Assess overall conditions of school kitchens for identifying needs of repairs and improvements on its structures;</p>	<p>Partially accepted. WFP CO has assessed over 500 school kitchens in 2016 and improved a total of 400 school kitchens from 2016 to</p>	<p>Agree with introducing higher kitchen stoves for any future installation or renovation when</p>	<p>WFP CO MENES</p>	<p>2021-2024 Current CSP When other funding</p>	<p>On hold</p>

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	<p>Improve infrastructures such as walls, roof built in non-flammable materials, and better conditions of equipment for food preparation (some kitchens) where it is necessary;</p> <p>Design of one or more models of the kitchen to be applied</p> <p>Improve stove model (higher position allows cooks to work standing up, and not bent over the fire, introduction of a tube or chimney on stoves for smoke extraction;</p> <p>Introduce adequate use of uniforms for school cooks;</p> <p>Introduce compensation for school cooks, with the integration of cooks into the education system whenever possible, and valorisation and dignification of the work</p>	<p>2019 (150 in 2017; 150 in 2018 and 100 in 2019) within the allowable budget approved by USDA. Ideally, all school kitchens should be improved including a smoke extraction mechanism, however, finite availability of financial resources needs to be taken into account in balancing multiple priorities resources programming previously agreed. WFP purchased and distributed aprons</p>	<p>funding is made available.</p>		<p>becomes available.</p>	

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	of these women. Test rotating systems as an alternative to fixed cooks.	and cap (head cover) all cooks in 2019). The MGD grant had not foreseen honoraria for school cooks. There has been tacit agreement among WFP, schools, school managing committee, communities and parents that provision of water, cooking fuel and cooks were responsibilities of communities/parents. MGD cannot cover every aspect of the proposed	WFP will continue to encourage MENES, school management committees and school communities, and other donors to consider supporting renumeration of	WFP CO MENES School Management Committees, School communities, parents, LEG	2021-2024 Current CSP	On-going and continuous

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		improvement and the CO has limited availability of other funding.	school cooks both in cash and in-kind.			
3	Expand school meals to kindergartens Assist kindergartners located but in the same community	Partially accepted. Kindergartens attached to or co-located with the schools which are included in the MGD school feeding have been assisted. The Government priority stated in the Government Programme approved by	The pre-primary school Department from the Ministry of Education will closely work with WFP to address the issue in conformity with priorities designed by the Government for	Ministry of Education/WFP	2021/2024	In progress

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		the Parliament is 'school feeding for all public schools from 1 st to 9 th grades". Thus, WFP support needs to align with this priority before extending the coverage to kindergartens. Note that also all kindergartens in the regions are private run and not public and not under Government responsibility. While the school meals are important for younger	this category of school age.			

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		children under 5 for their nutritional and developmental consideration, limited funding make it difficult to cover them before all primary schools are covered.				
4	<p>Provide health workers trained in nutrition for assisting schools</p> <p>Introduce health workers trained in nutrition at the local level (district and region level), coordinated by nutritionists of the Ministry of Health</p> <p>Introduce nutrition advice on school menus; on assisting teachers in nutrition</p>	Partially accepted. WFP has advocated Ministers of Education and Health to reintroduce school nurses in partnership between Ministry of Education (MENES) and	Train health workers and assigning them to support schools	MINSAP MENES WFP CO	During the Government Programme of 2020-2023	On hold

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	education activities, and training and/or advising school cooks on food safety matters and on food preparation ²	MINSAP. Two Ministers of Education and two Health Ministers between 2018 to 2019 agreed to the idea and this was included in the Programme of Government approved by the parliament to implement school health and hygiene programme. Training and assigning health workers trained in public schools are policy matters and the				

² See also paragraph 110

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		Government needs to implement it within the Programme of the Government, which WFP can support nutrition training and nutrition materials provided it has financial resources available to do so, but the Government needs to ensure the salary for additional health workers. The training of school cooks has been implemented every year since 2016 and a total of				

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		3,645 cooks have been trained (524 in 2016, 1,556 in 2017, 875 in 2018 and 689 in 2019 – some are repeaters).				
5	Rethink the system for delivering monthly monitoring reports Develop a pilot monitoring project using the internet or SMS based system Organize training for those involved for better performance	Accepted.	WFP has been working with MENES to introduce ODK based digital reporting system and a pilot initiative (preparation of questionnaire, connectivity test, training) has started in 2018. However,	WFP CO	2021-2024 Current CSP The first 150 mobile phones are planned to be purchased in December 2020, followed by testing of 30 schools in the Cacheu region	In progress

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			limited funding for this activity has taken multi-years to implement. This includes a need for the purchase of 900 mobile phones and data airtime.		and piloting in 150 schools. With additional funding availability, this will be gradually scaled-up.	
6	<p>Map the development partners and other organizations, working in partnership with the education system of GB, for better coordination</p> <p>Propose the creation of a thematic group on School Canteens within the Local Education Group (LEG); Use simple internet participatory tools</p>	Partially accepted. WFP has started the mapping of food security and nutrition partners and activities with geographical locations in Oct 2020, which includes WFP supported schools	WFP has been the sole organizations to support the Government's school feeding during 2016-2020. As CRS is expected to start support additional	MENES LEG including WFP CO CRS	End 2021	In progress

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		with the school feeding programme. Once this is completed, WFP could consider supporting mapping of the education sector in cooperation with MENES and LEG, if all agree to do so. Once consultation with MENES and LEG takes place, WFP will update this response.	schools with school feeding in 2021 and a thematic group on school feeding would be useful. WFP will consult the MENES, LEG and CRS for this possibility. CRS has yet become a member of the LEG.			

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7	<p>Expand the involvement of civil society in the Project to other regions</p> <p>Monitor activities and producing (organizing?) transportation of food in the case of the islands</p>	<p>Partially accepted. The civil society organizations have been involved already in all eight regions for HGSF with local food purchases. The primary responsibility of monitoring and transportation is with the Government who has a plan to expand their monitoring and HGSF beyond Biombo region which WFP is supporting with capacity</p>	<p>Support capacity strengthening of MENES, monitor progress and compliment with partnership with NGO partners, where MENES and WFP coverage is insufficient.</p>	<p>WFP CO MENES NGO partners</p>	<p>2021-2024 Current CSP</p>	<p>In progress</p>

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		strengthening. Two civil society organizations involved in monitoring and food distributions in the region of Bolama/Bijagos complement the Government capacity. Where the Government can provide necessary monitoring and with WFP support, there is no need to involve additional NGOs in other regions in the Government's school feeding programme for				

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		now, unless the Government reaches out to civil society organization beyond regular community participation.				
8	<p>Clearly, state the role of the Project on promoting the quality of teaching</p> <p>Clarify the contribution of the Project on this matter, and on the strategy adopted to evaluate its progress and results. Progresses on this matter should be included in regular project reports; Plan activities of Project in Guinea-Bissau for this outcome or including the justification for not addressing it.</p>	<p>Not accepted.</p> <p>While WFP's support to school feeding hopes to promote enhancing the quality to teaching, it did not intend directly to promote the improvement of quality of teaching, as it is not part of its core mandates</p>	<p>WFP will continue to be part of Local Education Group (LEG) contributing to provision of the Essential Learning Package (ELP) to improve the access and quality education, since WFP</p>	<p>LEG/WFP</p>	<p>2021-2024 Current CSP</p>	<p>In progress</p>

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		and lacks expertise. Instead, WFP intends to improve the quality of learning of the students with school meals. The evaluation on school feeding specific to the quality of learning needs to be carefully designed with solid baseline, methodologies learned from evaluations in other countries and WFP evaluation guidelines with MENES, as it requires involvement and	itself would not improve education quality alone with food.			

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		collaboration of schools without school feeding and taking into other multiple factors that affect the quality of learning. The regular 6 monthly project report could include a report on certain indicators to be defined to monitor the quality of learning, once this is established.				
9	Create a multi-staffed school feeding unit Create multi-staffed school feeding units (gender balanced) at the regional level and	Partially accepted. This Unit has to be the one lead by MENES. There is an effort to	Continue with advocacy, capacity strengthening and technical support	MENES WFP CO LEG	2021-2024 Current CSP	In progress

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	involving actors from other areas of specialization for better coordination and improved supervision, as recommended in the 2017 evaluation; Increase the number of staff to be trained.	strengthen and improve MENES capacity in the region to further supporting the role of existing MENES School Feeding Focal Point in collaboration with other MENES General Directorates (DGs), such as Inspection, Basic Education, Planning and Regional Director of Education. However, not all regions have all DGs functions represented. Many of MENES	Creation of Regional School Feeding Unit and recruitment of new staff at regional level to work together with the Regional School Feeding Focal Point in the school canteen management and supervision. Provide informatic equipment and training to local staff	MENES WFP MENES WFP	2021-2024 Current CSP 2021-2024 Current CSP	On hold - waiting fund availability On hold - waiting fund availability

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		colleagues in other DGs beyond School Feeding Focal Point have already been sensitized and trained, particularly those in Inspection, The staffing turn-over due to the frequent changes of Governments has been a challenge to retain the trained staff and motivated staff to be trained.	on the use of smart phone for monitoring and data collection. Provide transports (motorbikes) for monitoring, in job-training and data collection.	MENES WFP	2021-2024 Current CSP	On hold - waiting fund availability
10	Closely follow-up the number of students enrolled at schools, for better plan food distribution.	Accepted.	Fully agree to use the updated enrollment numbers. However,	MENES	During the Government	In progress

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	Use updated figures for better planning of food distribution, to avoid changes on portion sizes of school meals and of take-home rations or interruptions in the planned distribution due to lack of food to cook		this has been a major challenge since before the MGD school feeding programme started, due to lack of resources at MENES. And this continues to be a challenge to date. Three Ministers of Education during 2018-2020 have tried to change and obtain updated school statistics without success. This	LGE partners including WFP CO.	Programme of 2020-2023	

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			requires substantive investment and changes within MENES and its personnel with support from the National Statistics Institute (INE) and all development partners. WFP has proposed support, but not yet accepted to implement.			