



## Evaluation Quality Assurance System (EQAS)

# Management Response from WFP Namibia to the recommendations of the decentralized evaluation of National School Feeding Programme in Namibia [<https://docs.wfp.org/api/documents/WFP-0000119629/download/>]

1. This document, finalized in April, 2021, presents the management response to the recommendations of the Namibia National School Feeding Programme (NSFP) evaluation.
2. The evaluation, which was commissioned by Ministry of Education, Arts and Culture (MoEAC) and the World Food Programme (WFP) – Namibia Country Office covers the NSFP for the period 2012 to 2018. The NSFP provides a daily serving of fortified maize meal porridge to pre-primary and primary school learners in both rural and urban areas. The aim of the NSFP is to promote school enrolment, attendance, retention and performance of boys and girls as well as to improve their nutritional status. The overall objective is *“to promote equitable participation in quality learning and education for all children in Namibia during all seasons by providing nutritious and healthy food through schools that are inherently part of the social and economic life and development of communities”*.
  - 2.1 The evaluation serves the dual purpose of accountability and learning: (i) Accountability – to assess the extent to which the milestones outlined in the Road Map, Monitoring and Evaluation Plan (MEP) and WFP Technical Assistance (TA) agreements were achieved; and (ii) Learning - to identify the reasons why results were, or were not achieved, in order to draw lessons, derive good practices for learning, and inform operational and strategic decision-making.
3. The evaluation was intended to answer the question: *“To what extent have the objectives set out in the 5-year school feeding road map been achieved and what factors have affected achievement of results?”*. It was guided by 20 sub-questions addressing evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability and two additional criteria (benchmarking and learning). The intended users of the evaluation evidence include Government of Namibia, WFP, and other stakeholders in the private and not-for-profit sectors, with an interest in school health and nutrition.
4. The evaluation made nine key recommendations with 41 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p><b>Priority: (High/medium)</b></p> <p><b>Recommendation 1:</b></p> <p><b>Evidence Based Decision-Making:</b> To ensure programme decision-making is guided by evidence and learning, Ministry of Education, Arts and Culture (MoEAC), with support from its development partners should further enhance the Monitoring and Evaluation Plan (MEP) and Management Information System (MIS) of the Namibia School Feeding Programme (NSFP). (Deadline recommended by evaluation: By end of 2020)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Partially agreed</i></p> <p>MoEAC will institutionalize in the existing systems</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>
<p><b>Sub-recommendation 1.1</b></p> <p>Develop appropriate tools for measuring progress against MEP outcome 5 on nutritional (and dietary) status, given the</p>	<p>MoEAC (MOHSS, WFP CO, UNICEF)</p>	<p><i>Agreed</i></p>	<p>1.1.1 MoEAC will consult MoHSS and develop the appropriate tools on nutritional status, with WFP's technical support</p>	<p>MoEAC (MOHSS, WFP CO, UNICEF)</p>	<p>By end of 2021</p>

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<p>important role the programme plays towards enhancing the nutritional status of learners. It should also allow for the programme’s contribution to poverty alleviation in general and hunger more specifically, to be registered. As necessary, this is expected to require joint effort with the MOHSS to develop suitable metrics/ methodology, including possibly periodic anthropometric assessments within select schools</p> <p>(Deadline recommended by evaluation: by end of 2020)</p>					

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub-recommendation 1.2</b> Integrate selected NSFP monitoring data into EMIS, such as information on the number and percentage of schools in the programme, the number of learners registered in the programme by gender, as well as availability of school feeding infrastructure, in order to support planning and monitoring and to better track the contribution of NSFP to overall educational outcomes.  (Deadline recommended by evaluation: By end of 2020)</p>	<p>MoEAC (WFP CO, UNICEF, UNESCO)</p>	<p><i>Agreed</i></p>	<p>1.2.1 MPAT to consult PAD on integrating NSFP regionally disaggregated monitoring data in to EMIS.</p>	<p>MoEAC (WFP CO, UNICEF, UNESCO)</p>	<p>By end of 2022</p>

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<b>Sub Recommendation 1.3</b> Expand NASIS <sup>1</sup> to include routine cost centre monitoring covering critical cost categories such as capital and staff costs and community level contributions that are currently difficult to identify and record; (Deadline recommended by evaluation: By end of 2020)	WFP CO (MoEAC)	<i>Agreed</i>	1.3.1 NASIS is being reviewed with the intention to upgrade it to address the emerging challenges. Technical support to upgrade NaSIS undertaken by WFP and MoEAC.	WFP CO (MoEAC)	By end of 2021
			1.3.2 Conduct Training of Trainers for users of the upgraded NASIS.	WFP	By end of 2021

<sup>1</sup> Namibian School Feeding Information System

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<b>Sub Recommendation 1.4</b> Incorporate quantitative and qualitative indicators that recognise women’s contribution to programme delivery at school level and track changes in attitudes and practices over time. This might require joint effort with MGECW <sup>2</sup> , OPM <sup>3</sup> , NSA <sup>4</sup> , NPC <sup>5</sup> . (Deadline recommended by evaluation: By end 2020)	MoEAC (MGECW, OPM, NSA, NPC, WFP CO)	<i>Agreed</i>	1.4.1 MPAT to come up Review the monitoring indicators and ensure a gender-responsive monitoring system is in place to capture women's contribution to the programmes.	MoEAC (MGECW, OPM, NSA, NPC, WFP CO)	By end of 2021

<sup>2</sup> Ministry of Gender Equality and Child Welfare

<sup>3</sup> Office of Prime Minister

<sup>4</sup> National Statistics Agency

<sup>5</sup> National Planning Commission

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<p><b>Sub Recommendation 1.5</b></p> <p>Record the numbers of learners actually receiving a meal, by gender and age/ grade, on a daily basis to fully understand levels of demand, planned versus actual levels of consumption, portion sizes etc. This should complement data on quantities and quality of food actually delivered and compared to quantities ordered. (Deadline recommended by evaluation: By end of 2020)</p>	<p>MoEAC (WFP CO)</p>	<p><b>Partially Agreed</b></p> <p>Data will be captured at the schools regarding number of learners receiving a meal.</p> <p>Data on the portion size and level of consumption will be considered in 2022.</p>	<p>1.5.1 To incorporate sex and age disaggregated data of number of learners receiving meals on daily basis in NASIS</p>	<p>MoEAC (WFP CO)</p>	<p>By September 2021</p>

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<b>Sub Recommendation 1.6</b> Rectify remaining bottlenecks/ adjustments with respect to NASIS functionality (input and output), and communicate to relevant stakeholders a plan of action including timeline for rectifications to be completed. This should include drafting a training plan and back-stopping arrangements to accompany the roll-out and bedding in of the improved NASIS system inclusive of development of an on-line guide and updating of training manual for TOT <sup>6</sup> purposes. (Deadline recommended by evaluation: August 2020)	MoEAC (WFP CO)	<i>Agreed</i>	1.6.1 NASIS is being reviewed in preparation for a major upgrade in order to address the bottlenecks in reporting on NSFP	MoEAC (WFP CO)	By end of 2021

<sup>6</sup> Training of Trainers



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<p><b>Sub Recommendation 1.7</b></p> <p>Develop a MoEAC dissemination strategy to systematically and routinely analyse, publish and communicate NASIS data to relevant users, including parents of learners. This should include recruitment of a qualified individual to assume overall responsibility for programme NSFP MIS and M&amp;E at MoEAC headquarter level and to serve as technical backstop to the regions. (Deadline recommended by evaluation: August 2020)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Partially agreed</i></p> <p>In agreement on the need to systematically and routinely analyze, publish and communicate data, but cannot commit at this stage to additional recruitment of individuals.</p>	<p>1.7.1 The upgraded system will generate reports to suite different stakeholders/ audiences. The mode of dissemination of reports will be streamlined to suite emerging needs. MoEAC lead the dissemination process with support from WFP. The ultimate goal will be to have NASIS fully managed by the MoEAC.</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2022</p>

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<p><b>Priority: (Medium/High)</b></p> <p><b>Recommendation 2: Guaranteeing Delivery of Fortified Porridge to Participating Schools</b> : To ensure learners receive a meal each and every school day without exception, urgent actions is required to resolve existing supply chain bottlenecks and optimise standard operating procedures. (Deadline recommended by evaluation: =end of 2021)</p>	<p>MoEAC (WFP CO)</p>	<p><b>Agreed</b></p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

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<p><b>Sub Recommendation 2.1</b></p> <p>Conduct a detailed diagnostic study of supply chain bottlenecks with a view to proposing a set of short term remedial actions and formulation of longer term solutions that tackle systemic blockages that are responsible for repeated delivery delays.</p> <p>(Deadline recommended by evaluation: August 2020)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>2.1.1 MoEAC (through MPAT) will conduct an assessment on supply chain, including the HGSFP.</p>	<p>MoEAC (WFP CO)</p>	<p>By end 2021</p>

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub Recommendation 2.2</b></p> <p>Develop procedures and assign clear responsibilities to ensure the systematic, timely and routine quality checking of maize blend technical specifications (e.g.: raw material, maize blend, packaging) along the supply chain by appropriate national and regional regulatory authorities.</p> <p>(Deadline recommended by evaluation: By end of 2020)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>2.2.1 MPAT to develop a systematic food quality control mechanism which will include bi-annual lab testing and inspections at warehouse for food items.</p> <p>The Ministry has incorporated some of the assessment recommendations in their workplan for 2020/2021 financial year.</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2021</p>
<p><b>Sub Recommendation 2.3</b></p> <p>Review existing guidelines and prepare a directive for schools on the correct procedures to follow with respect to handling of expired and/ or spoilt maize bags.</p>	<p>MoEAC (MOHSS)</p>	<p><i>Agreed</i></p>	<p>2.3.1 MPAT to reinforce and capacitate the Inspectors of Education and hostel officers on NSFP</p>	<p>MoEAC (MOHSS)</p>	<p>By end 2021</p>

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(Deadline recommended by evaluation: By end of 2020)					
<b>Sub Recommendation 2.4 :</b> Expedite the transfer of responsibility for procurement of delivery services to schools, to regional government as soon as possible in line with the on-going decentralisation process. As necessary this will require terminating existing contracts between the Ministry and service providers, which are currently being extended on a termly basis. (Deadline recommended by evaluation: By end of 2021)	MoEAC	<i>Partially Agreed</i> The procurement for the HGSPF piloting will be decentralized, however the existing procurement of school feeding maize blent will continue as is now until approved by the central procurement board	2.4.1 MPAT to fast track the decentralization of HGSPF	MoEAC	By end of 2022
<b>Priority: (High/low) Recommendation 3:</b>	MoEAC (WFP CO)	<i>Partially agreed</i> Dependent on	Not Applicable	Not Applicable	Not Applicable

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<p><b>Sustaining Delivery Capacity:</b> To assure the long-term sustainability of the NSFP, action is required to ensure that adequate human resources are mobilized, trained and retained at all levels. This is especially important in light of ongoing decentralization to regions, intentions to expand the programme’s reach beyond the primary level, and introduction of new modalities such as Home-Grown School Feeding (HGSF). (Deadline recommended by evaluation: By end of 2021)</p>		<p>national budget availability</p>			

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub Recommendation 3.1</b></p> <p>Review the minimum staffing requirements to support the implementation of the NSFP at national and regional levels, taking account also of workload associated with the envisaged HGSP approach and recommendations for greater outreach and coordination with other role players. Thereafter, to undertake a time-bound recruitment drive to ensure all vacant and budgeted positions are filled with qualified and experienced personnel.</p> <p>(Deadline recommended by evaluation: By end of 2020)</p>	<p>MoEAC</p>	<p><b>Not agreed</b></p> <p>Unfeasible in the current economic climate</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub Recommendation 3.2</b></p> <p>Develop a NSFP training module and induction programme for all new staff joining the programme at all levels. This should be built along the lines of the Programme Manual (see further below), and should be made available on-line, or as an app.</p> <p>(Deadline recommended by evaluation: By end of 2021)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>3.2.1 Module has been developed and MPAT with support of WFP will capacitate the school feeding implementers</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2021</p>
<p><b>Sub Recommendation 3.3</b></p> <p>Review and redraft the Programme Manual and ensure its availability in both hard and soft copy versions to all staff working on NSFP at national, regional, circuit and school levels.</p> <p>(Deadline recommended by evaluation: By end of 2020)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>3.3.1 MoEAC with support from WFP will review the programme manual and include the HGSFP</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2022</p>



<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<b>Sub Recommendation 3.4</b> Explore ways to motivate NSFP staff through the introduction of appropriate rewards, incentives and sanctions. This could include introducing rewards such as prizes to recognise individual or group achievement, whilst using events such as the annual workshop as opportunities for structured learning and sharing of experiences. A simple termly newsletter or flyer highlighting innovative practices and regional initiatives could be developed whilst the NSFP termly implementation reports could be translated into a user-friendly 2 pager infographic. The feasibility of introducing NSFP performance	MoEAC	Agreed	3.4.1 MPAT <sup>7</sup> to come up with a reward system	MoEAC	By end of 2021

<sup>7</sup> Management, Planning, Appraisal and Training

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p>indicators/ KPIs into the performance contracts of staff, who play a critical role in the delivery of the NSFP should also be explored.</p> <p>(Deadline recommended by evaluation: By end of 2021)</p>					

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<b>Sub Recommendation 3.5</b> Introduce training on school feeding and health into teacher training curriculum at tertiary institutions. This will ensure broader knowledge and awareness among teaching staff entering teaching service equipping them to better support objectives of the NSFP and related health and hygiene interventions (e.g. integrated school health, school-led total sanitation etc.). (Deadline recommended by evaluation: By end of 2020)	MoEAC, MoHETI (UNAM,NUST)	<i>Not agreed</i> since this is beyond MPAT level.	Not applicable	Not applicable	Not applicable
<b>Priority: (High/medium)</b>	MoEAC (WFP CO)	<i>Partially agreed</i>	Not Applicable	Not Applicable	Not Applicable

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Recommendation 4: Non-Food Items related to the Storage, Handling and Preparation of meals at School Level:</b> To ensure that the storage, handling and preparation of meals meets expected standards as envisioned in the NSF policy, various actions should be undertaken that ensure schools have the necessary infrastructure and associated non-food items</p> <p>(Deadline recommended by evaluation: By end of 2022)</p>		<p>The level of effort and infrastructure upgrades are dependent on the national budget allocation to the sector</p>			

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub Recommendation 4.1</b></p> <p>Distribute standard drawings, specifications, and guidelines, to all regional education directorates, for the construction/upgrading of school kitchen, storerooms and handwashing facilities. Guidelines should include a number of options ranging from minimum standards that could be implemented through community participation and local builders to higher level specification to be implemented by certified/ registered contractors.</p> <p>(Deadline recommended by evaluation: By end of 2021)</p>	<p>MoEAC , NPC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>4.1.1 MPAT and PAD to share the standard drawings with the regional education directorates</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2021</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<b>Priority:</b> <b>Sub Recommendation 4.2</b>	MoEAC	<i>Partially agreed</i> Due to limited budget the	4.2.1 To be referred to Planning and Development division as	MoEAC	By end 2022

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
Make provisions to include kitchens, kitchen equipment, storerooms and handwashing facilities as part of the basic infrastructure provided to schools in new builds, upgrading or expansions.  (Deadline recommended by evaluation: By end of 2021)		Ministry cannot commit, however it will be considered for all new schools to be build	it is the relevant responsible institution		
<b>Sub Recommendation 4.3</b> Issue a directive and guidance on the availability of UPEG for NSFP Non-Food Item purchases.  (Deadline recommended by evaluation: In time for start FY 2020-21)	MoEAC	<i>Agreed</i>	4.3.1 Directive already exists, MPAT to write a memo to the regions to reinforce it and to engage with the Finance Directorate for possible review of PEG <sup>8</sup>	MoEAC	By June 2021
<b>Sub Recommendation 4.4</b> Develop updated guidance and a	MoEAC (WFP CO)	<i>Partially Agreed</i> for training	4.4.1 MoEAC will conduct training for cooks with the support	MoEAC (WFP CO)	By Nov 2022

<sup>8</sup> Primary Education Grant

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
directive with respect to arrangements for remunerating and/ or training (certification) NSFP cooks, in line with provisions of the National School Feeding Policy and cognisant of current budgetary constraints.  (Deadline recommended by evaluation: In time for start of FY2021-22)		(certification) NSFP cooks	of WFP. Training will be done for all schools, with a target of 25% each quarter. Review of the remuneration is not possible due to finance constraints		
<b>Sub Recommendation 4.5</b> Explore the feasibility of utilising kitchens and storage facilities attached to secondary school hostels where NSFP schools are located in close proximity, to avoid having to cook and store school food in sub-standard facilities.  (Deadline recommended by evaluation: By end of 2020)	MoAEC (WFP CO)	<b>Not Agreed</b>  This is not viable due to geographical location challenges and accountability issues between schools	N/A	N/A	N/A



<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p><b>Priority:</b></p> <p><b>Recommendation 5</b></p> <p><b>NSFP fulfilling its role as a vector for social transformation, gender equality and community resilience:</b> To help realise the NSFPs potential as a vector for social transformation, gender equality and community resilience, various actions are proposed that will enable the programme to work in a more integrated manner with related policy frameworks and interventions.</p> <p>(Deadline recommended by evaluation: By end of 2021)</p>	<p>MoEAC (WFP CO, UNICEF, MGECW<sup>9</sup>)</p>	<p><b>Agreed</b></p>	<p>Not Applicable</p>	<p>Not Applicable</p>	<p>Not Applicable</p>

<sup>9</sup> Ministry of Gender Equality and Child Welfare

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub Recommendation 5.1</b></p> <p>Establish the long recommended national NSFP coordination forum/ committee (or establish a NSFP sub-committee under an appropriate existing forum such as the Integrated School Health task force) to facilitate joint actions with ministries, departments and agencies, as well as non-state actors, identified within the policy as having a role to play in NSFP delivery. In the context of decentralisation, it would be equally important to establish coordination structures at the regional level to address policy and operational issues as they arise and to facilitate cross-sectoral collaboration and joint action.</p>	<p>MoEAC (WFP CO)</p>	<p><b>Not agreed</b></p> <p>HGSFP task force has been established</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
(Deadline recommended by evaluation: By end of 2020)					
<b>Sub Recommendation 5.2</b> Convene an adhoc task force/ working group to explore specific opportunities for collaboration between the NSFP and relevant programmes that are concerned with social protection (registration and support of OVCs ), health (deworming, cook health checks, food inspections), agriculture (school gardens), and water & sanitation (WASH), among others. (Deadline recommended by evaluation: By end of 2020)	MoEAC (WFP CO, UNICEF, MoHSS)	<b>Not Agreed</b> MoEAC will leverage the existing HGSF taskforce	N/A	N/A	N/A

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p><b>Sub Recommendation 5.3</b></p> <p>Draft and adopt an NSFP Gender Action Plan with clarifications and indicators advocating for gender-transformative results in the NSFP. A well-informed gender analysis will facilitate this necessary output. Based on the action plan, MoEAC should revise and update the school feeding policy implementation plan to include clear gender equality goals and mainstreaming activities.</p> <p>(Deadline recommended by evaluation: By end of 2021)</p>	<p>MoEAC (WFP CO)</p>	<p><i>Partially agreed</i></p> <p>In agreement on the need to systematically and routinely analyze, publish and communicate data, but cannot commit at this stage to additional recruitment of individuals.</p>	<p>5.3.1 The country will not consider a revision of the school feeding policy, but will leverage the gender action plan as a supplementary resource. A gender action plan will be formulated with support from relevant entities.</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2021</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<b>Sub Recommendation 5.4</b> Align the NSFP <sup>10</sup> policy with relevant provisions of Namibia’s National Policy Options for Educationally Marginalised Children (2000) and the Education Sector Policy for Orphans and Vulnerable Children (2008) which advocate for the right of vulnerable children to education. It should furthermore, align the policy with provisions of the Education Sector Policy for the Prevention and Management of Learner Pregnancy, which	MoEAC (WFP CO)	<b>Not Agreed</b> NSFP is already aligned to and mainstreamed National Policy Options for Educationally Marginalised Children (2000) and the Education Sector Policy for Orphans and Vulnerable Children (2008)	Not applicable	Not applicable	Not applicable

<sup>10</sup> National School Feeding

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
promotes and allows the learner to stay in school as well as the constitutional right to education. (Deadline recommended by evaluation: By end of 2021)					
<b>Sub Recommendation 5.5</b> Identify specific activities to promote greater male engagement in school level activities. This could include creating spaces for targeted dialogue in the community that involve messaging and community sensitisation about the importance of transforming gender stereotypes, evolving traditional norms and valuing women’s contributions. It is equally important to acknowledge where men indicate willingness to	MoEAC (MGECW)	<b>Agreed</b> HGSFP will undertake full community participation approach while mainstreaming gender	5.5.1 To promote gender equality, men involvement will be encouraged to be part of the gender transformation process during community meetings by the Inspectors of Education	MoEAC (MGECW)	By December 2021

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
assist and extrapolate as good practice examples. (Deadline recommended by evaluation: By end of 2021)					
<b>Sub Recommendation 5.6</b> Establish strong connections with networks of gender focal points, including an ongoing one with MGECW as the custodian of national gender policy oversight, the coordination and integration of gender in national and decentralised government programmes. (Deadline recommended by evaluation: By end of 2020)	MoEAC (MGECW, WFP CO)	<i>Agreed</i>	5.6.1 Establish a gender working group that actively engages the Gender Focal Person, including the ones from WFP CO and from MGECW with annual work plans to support the integration of gender in the national programmes and policies	MoEAC (MGECW, WFP CO)	By end 2022

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<b>Priority: (High or medium?)</b> <b>Recommendation 6</b> <b>Programme Cost and Long-Term Financing:</b> With ambitions to further scale up the programme to reach more learners, demand higher delivery standards including school feeding infrastructure and broaden the school feeding menu, further analytical work is required to understand current and future costs	MoEAC (WFP CO)	<i>Partially agreed</i> Due to resources limitation Government can not commit, however will mobilize for resources from developmental partners.	Not applicable	Not applicable	Not applicable



<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
(Deadline recommended by evaluation: By end 2021)					
<b>Sub recommendation 6.1</b> Commission a comprehensive school level cost assessment to determine the different resource mobilisation strategies used and arrangements made for storing, preparing and serving meals at different schools, and distinguish models that work, and those that are less efficient, in order to inform additional investments required at the school level. This	MoEAC (WFP CO)	<i>Agreed</i>	MPAT together PAD to conduct the cost assessment on NSFP and recommend appropriate resource mobilization strategies	MoEAC (WFP CO)	By end 2022

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>will help to address the current lack of data on capital investments for school feeding.</p> <p>(Deadline recommended by evaluation: By end 2021)</p>					
<p><b>Sub recommendation 6.2</b></p> <p>Commission a comparative analysis of alternative school feeding modalities to inform policy makers as to the costs and benefits of different modalities. This will help policy makers to understand options ranging from sustaining the current modality (as a model of choice) to adopting alternatives such as HGSF, or Child grants, etc.</p>	<p>WFP CO (MoEAC)</p>	<p><i>Partially Agreed</i></p> <p>This recommendation will be based on budget availability as such a study will involve significant investment.</p>	<p>A comparative analysis was undertaken during the feasibility study of Home Grown School Feeding in 2017. A review of the findings to initiate discussions at the Ministry level will be undertaken.</p>	<p>WFP CO (MoEAC)</p>	<p>By end of 2021</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
(Deadline recommended by evaluation: By end of 2021)					
<b>Priority: (High/medium?)</b> <b>Recommendation 7</b> <b>Home Grown School Feeding:</b> To facilitate the testing, adoption and implementation of Home-Grown School Feeding as envisioned in the NSF policy, and cognisant of MoEAC intentions to launch a set of HGSF pilots, actions should be	MoEAC (WFP CO, MAWF <sup>11</sup> , MGE CW)	<i>Agreed</i>	Not applicable	Not applicable	Not applicable

<sup>11</sup> Ministry of Agriculture, Water and Forestry

<p><b>Recommendations and related Sub-recommendations (Deadline)</b></p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p><b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Management Response</b></p> <p><i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p><b>Actions to be taken</b></p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p><b>Action Lead (Supporting Offices/Divisions)</b></p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p><b>Action Deadline</b></p> <p><i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i></p>
<p>taken to support learning and to accompany the scaling up process.</p>					
<p><b>Sub Recommendation 7.1</b> Establish a multi-actor reference/steering group, reflecting the different interests and role players in HGSF in order to provide expertise, draw lessons and formulate the way forward, including investment cases to support the emerging preferred modalities/ regional approaches.</p>	<p>MoEAC (WFP CO)</p>	<p><b>Not Agreed</b> HGSFP taskforce committee already established</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
(Deadline recommended by evaluation: By time of launch of pilots)					
<b>Sub Recommendation 7.2</b> Draft a clearly defined plan of action cum roadmap to guide the implementation of the pilot activities. This should ensure that all design considerations including those addressed in this report are taken account of.	MoEAC (WFP CO)	<b>Not Agreed</b> HGSF action plan already drafted	N/A	N/A	N/A

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
(Deadline recommended by evaluation: In time for launch of pilots)					
<b>Sub Recommendation 7.3</b> Develop clear guidelines on the use of school gardens to support the NSFP, building on the Ministry directive on establishing functional school gardens. (Deadline recommended by evaluation: End of 2020)	MoEAC (MAWF <sup>12</sup> )	<b>Not Agreed</b> Covered in the NSFP Policy and Implementation plan	N/A	N/A	N/A
<b>Sub Recommendation 7.4</b> Undertake a mapping of all privately-sponsored school feeding initiatives to learn how sponsored schools are managing the storage, preparation, and	MoEAC (WFP CO)	<b>Partially Agreed</b> A separate mapping of privately-sponsored school feeding initiatives will not take place. This activity	7.4.1 MPAT will visit the privately-sponsored schools to see how to implement the NSFP	MoEAC (WFP CO)	By end of 2022

<sup>12</sup> Ministry of Agriculture, Water and Forestry

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
quality assurance of a diversified menu. (Deadline recommended by evaluation: By end of 2021)		will form part of school level cost assessment (recommendation 6.1).			
<b>Sub Recommendation 7.5</b> Ensure that gender-sensitive indicators are developed that track changes in women's participation in the production process (including proportion of women's proportion of increased sales and yields) as well as their role in farmer's association membership or leadership. (Deadline recommended by evaluation: In time for launch of pilots)	MoEAC (MGECW , WFP CO)	<i>Agreed</i>	7.5.1 MPAT and PAD to develop gender sensitive indicators and collect this data during the implementation of the HGSPF	MoEAC (MGECW , WFP CO)	By end of 2022
<b>Sub Recommendation 7.6</b> Develop a working document outlining a conceptual framework	MoEAC (MGECW, WFP CO)	<i>Not Agreed</i>	Not applicable	Not applicable	Not applicable

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
of the scope of HGSF that allows stakeholders to have a shared understanding of what HGSF comprises in a Namibian context. (Deadline recommended by evaluation: In time for launch of pilots)		HGSFP document already developed			
<b>Priority (High or medium?)</b> <b>Recommendation 8: Effective Delivery of Technical Assistance (TA) for Capacity Development:</b> Given the overall positive contribution that WFP TA	MoEAC & WFP CO	<i>Agreed</i>	Not applicable	Not applicable	Not applicable



<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>has made towards the NSFP, actions should be taken to assure the continued relevance and effectiveness of external support going forward.</p> <p>(Deadline recommended by evaluation: End of 2020)</p>					
<p><b>Sub Recommendation 8.1</b></p> <p>Update the revised Roadmap so that is takes full account of progress made to date, as well as identifying remaining and/ or new tasks/ challenges. The Roadmap should take account of the</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>8.1.1 MoEAC with technical support from WFP will review and develop a new roadmap and implementation plan with HGSFP</p>	<p>MoEAC (WFP CO)</p>	<p>By June 2022</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>different capacity needs of the programme at all levels and across different actors so that this may also evolve into being the master plan guiding future capacity strengthening support. (Deadline recommended by evaluation: End of 2020)</p>			<p>incorporated using a multi sectoral approach.</p>		
<p><b>Sub Recommendation 8.2</b>            Introduce a framework for annual mutual reporting and accountability, given that capacity strengthening depends equally on the joint actions and commitments of the provider of</p>	<p>MoEAC &amp; WFP CO</p>	<p><i>Agreed</i></p>	<p>8.2.1 MoEAC supported by WFP will develop a framework for reporting and accountability</p>	<p>MoEAC &amp; WFP CO</p>	<p>End of 2021</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>external technical support and the recipient of such support. This will allow both sides to assess each other's strengths and weaknesses as well as opportunities and threats in the partnership. (Deadline recommended by evaluation: End of 2020)</p>					
<p><b>Sub Recommendation 8.3</b> Focus future WFP support towards assistance aimed at strengthening capacities at the sub-national levels, especially regional governments, in view of</p>	MoEAC & WFP CO	Agreed	8.3.1 MoEAC with WFP support will conduct interventions to strengthen capacities of regional officers on HGsf.	MoEAC & WFP CO	End of 2022

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>the shift towards decentralisation and promotion of HGSSF. In so doing, whilst a more hands-on approach is recommended, it should be clear that the default is capacity strengthening and not capacity substitution.</p> <p>(Deadline recommended by evaluation: End of 2020)</p>			<p>WFP has begun and will continue with capacity strengthening action of both at regional and national level in the implementation of the HGSSF, along with the promotion of the food systems approach which will be integrated in HGSSF.</p>		
<p><b>Sub Recommendation 8.4</b>            Develop a capacity development strategy for WFP to guide future TA support to the programme that sets out how sustainable capacity at the human, organisational and institutional levels is to be realised</p>	<p>WFP CO (MoEAC)</p>	<p><i>Agreed</i></p>	<p>8.4.1 WFP will jointly work with MoEAC and other relevant stakeholders to develop a TA strategy to guide future TA support with a focus on the</p>	<p>WFP CO (MoEAC)</p>	<p>By end of 2022</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>and that clearly distinguishes different forms of capacity strengthening support that can be brought to bear. This would include expanding the capacity strengthening tool box to include more innovative approaches and methods including blended learning techniques, mentorship and change management support. (Deadline recommended by evaluation: End of 2020)</p>			<p>recommendations proposed by the evaluation.</p>		
<p><b>Priority: (High/medium?)</b>  <b>Recommendation 9: Promoting NSFP Inclusiveness and benefits for all learners:</b> To ensure that the objectives and benefits of school feeding are well</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>understood by all NSFP stakeholders, and that there is strong demand and ownership of school feeding among all learners and schools, actions are required to reinforce understanding as well as to facilitate the voices of participants to be heard. (Deadline recommended by evaluation: End of 2020)</p>					
<p><b>Sub Recommendation 9.1</b> Develop an advocacy strategy to reinforce the message that NSFP benefits all learners and is not a programme for the poor. This is required to mitigate risks of</p>	<p>MoEAC (WFP CO)</p>	<p><i>Agreed</i></p>	<p>9.1.1 MoEAC and WFP had planned to develop an advocacy strategy long back. As part of the advocacy strategy, a TV documentary on school feeding was developed</p>	<p>MoEAC (WFP CO)</p>	<p>By end of 2022</p>

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>stigmatisation and non-participation associated with lingering perceptions that the programme is for the poor and vulnerable only. This should be targeted towards different stakeholder groups including parents and community leaders, school staff, public servants and political leaders.</p> <p>(Deadline recommended by evaluation: End of 2020)</p>			<p>with other forms to follow. This recommendation will be revived and followed to completion.</p>		
<p><b>Sub Recommendation 9.2</b>  Establish a school level complaints and grievance system that enables NSFP stakeholders to feedback concerns as well as propose ways to improve programme</p>	MoEAC (WFP CO)	Agreed	9.2.1 Establish a complaints and grievances system at regional and school level	MoEAC (WFP CO)	By end of 2022

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division (possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation <b>Agreed</b>, <b>Partially agreed</b> or <b>Not agreed</b>? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting Offices/Divisions)</b> <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>operations that may be taken up by relevant authorities at school, regional and national levels. This could be stand alone or preferably part of a school-wide system.</p> <p>(Deadline recommended by evaluation: End of 2020)</p>					