

Management Response to the Recommendations of the Final Decentralized Evaluation of the HGSF Programme in Rwanda (2016-2021)

Type	No.	Recommendation	Management Response (Accepted, partially accepted or not accepted)	Actions to be taken	Action By	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/Complete]
Strategic	1	Consolidate WFP internal staff capacity to be enablers rather than implementors. Many WFP Rwanda staff are skilled in operations whereas WFP's expanded role requires staff to work at a policy and strategy level, and to manage government relations. WFP Rwanda has grown staff capability in capacity strengthening, partnership facilitation and relationship management for school feeding. These skills should be institutionalized and	Accepted	With an aim to consolidate WFP internal staff capacity to be enablers rather than implementors, WFP CO Management will be conducting a staff alignment process in preparation for the new CSP set to start July 1, 2024. This staffing alignment will ensure that WFP Rwanda has sufficient staff capacity to work at a policy and strategy level and to manage government relations.	WFP CO Management	December, 2023	Not started

		amplified across its broader portfolio. There is a strategic opportunity to formalize these capability requirements into human resources policies and processes, and to consolidate current experience into internal training models. It should also contribute its experience to WFP regionally and globally.					
Strategic	2	Consolidate and better document the country office's capacity strengthening strategy, approach and priorities for application across the country strategic plan as a whole, building on the McGovern-Dole experience. Capacity strengthening needs to be considered a unique outcome to get the right level of design attention. It is essential that WFP's efforts to evolve and	Accepted	As part of the support to develop the National School Feeding Strategy and Financing Strategy, WFP has launched the SABER process that benchmarks capacities and systems for sustainable school feeding in Rwanda. The strategy, SABER results, as well as findings from the National School Feeding Survey and Market Assessment will	WFP CO SO2 Team & M&E with support from RBN and HQ school-based programmes teams	July 2023	In Progress

		<p>scale up essential services are properly co-designed with the Government and other stakeholders, and reliably resourced for continuity. A specific strategic objective linked to government capacity strengthening will legitimize and publicly demonstrate WFP's role in addressing school feeding risks and opportunities ahead, and position WFP to provide continued support.</p>		<p>be translated into a capacity strengthening strategy for the school feeding team.</p> <p>WFP is strengthening reporting on beneficiary numbers reached through capacity strengthening modality in COMET for tier 1 beneficiaries. In 2021, WFP M&E Rwanda and HGSF programme have already reported on capacity strengthening in the Annual Country Report.</p> <p>Moving forward, documentation of WFP Rwanda's capacity strengthening strategy and journey, will be integrated as a key priority under each strategic outcome by HGSF staff with support from the M&E team, WFP headquarters and RBN.</p>			
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Strategic	3	<p>Decide on WFP’s approach to supporting further development of a national procurement strategy so this can be resourced, planned, and efficiently executed. WFP has provided essential strategic and practical support to the Government’s consideration of its procurement model options. WFP needs to understand the Government’s specific expectations for WFP support so this can be effectively resourced and planned. Specifically, WFP needs to know how to position itself between a leadership role in presenting options and facilitating decisions, and a supporting technical role while</p>	Accepted	<p>Strong groundwork was laid out by WFP Rwanda in 2018 and 2019 when WFP first led a series of meetings with Ministry of Education (MINEDUC) Senior Management to present a procurement strategy and nutritious meal modeling for the national school feeding programme. As the co-Chair of the National School Feeding Technical Working Group and Steering Committee, WFP will continue to advocate for the government to explore the feasibility of other procurement models, especially in relation to fortified foods.</p> <p>In early 2022, WFP will roll out cash to schools for the purchase of fresh foods. This will be provided through complementary funding and WFP lessons learned</p>	WFP CO (SO2, supply chain, SO4)	December 2023	In progress
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		Government works this through.		<p>will be used for advocacy to enhance and refine procurement systems for school feeding.</p> <p>WFP is also launching a new work stream on public procurement and nutrition in schools, supported by the Rockefeller Foundation for both the WFP school feeding programme and the National School Feeding Programme. Over the next two years, WFP will deliver a comprehensive training package to School Feeding and School Tender Committees, to ensure that procurement systems and management are fully functioning ahead of transition of MGD schools to the National School Feeding Programme.</p>			
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				During this time, WFP Rwanda will systematically link cooperatives to school feeding demand and document lessons learned in addition to exploring market monitoring to provide key information to the government and other school feeding stakeholders, on the available food supply and further strengthen the procurement system. Finally, WFP Rwanda has developed a scorecard to assess the readiness of farmer organizations to supply food to schools			
Strategic	4	Establish a learning agenda at country-office level to complement performance monitoring, test assumptions and document lessons from school feeding interventions. The	Accepted	WFP is supporting the update of the draft National School Feeding Strategy which will contain an M&E section, where WFP will seek to build on lessons learned, reviews and research embedded within a	WFP CO SO2 & M&E	December 2022	In Progress

		<p>McGovern-Dole Programme has built a strong performance monitoring system. In addition to output- and outcome-level results, it needs to capture learning regarding the underlying assumptions for change and determinants of success. Learning and reflection processes require dedicated systems, especially for programmes like McGovern-Dole that require real-time information for adaptive management. It is especially important for learning around gender equality in education.</p>		<p>broader Government learning agenda for school feeding. The learning agenda will be backed by efforts to strengthen the School Data Management System to provide accurate and real-time data on school feeding.</p> <p>WFP Rwanda HGSF team, with support from WFP HQ, plans to produce a case study documenting the country's evolution of school feeding.</p> <p>In 2021 and 2022, WFP Rwanda has completed a number of analytical studies, including a gender assessment of the school feeding programme, and a strategic review of school feeding models in partnership with the World Bank studies on menstrual health and</p>			
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				<p>deworming, the National School Feeding Programme Survey and Market Assessment, a study on fuel-efficient menus for school feeding, among others</p> <p>WFP is also supporting the government to interact with the Global School Meal Coalition whose initiatives include support on data and research..</p> <p>WFP Rwanda will ensure these initiatives are linked to a learning agenda to complement performance monitoring, test assumptions and document lessons from school feeding interventions.</p>			
Strategic	5	The foundations of the national school feeding programme are	Accepted	WFP Rwanda has made progress on documenting learning around the	WFP CO Programme	September 2025	In Progress

	<p>established. However, much remains to be learned around scaling, equity and access to programme benefits, targeting across the nexus of schools-community-local-government needs and capacities, purpose and boundaries of procurement models, alignment with related initiatives, resourcing, and sustainability of Phase 1 results. These issues need to be documented for stakeholders' strategic and operational decision-making. Programme partners have contributed much to learning and should be included in developing and realizing the learning agenda. WFP Rwanda has a real contribution to make to the broader system on</p>		<p>development of the National School Feeding Programme (NSFP). Recently, WFP and MINEDUC carried out the first National School Feeding Programme Survey and Market Assessment. Findings will be shared within the Education Sector and School Feeding Technical Working Group, and presented to MINEDUC Senior Management.</p> <p>The School Feeding Technical Working Group and Education Sector are active platforms that WFP plans to use to share lessons learned, evaluations, assessments and studies, in addition to other relevant stakeholder platforms in the agriculture, WASH and nutrition sectors.</p>			
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		these issues, but process documentation is critical to realize this potential.					
Operational	1	Retain and continue to improve the effective McGovern-Dole Programme operating model developed after the Phase 1 midterm. An operating model framework considers the foundational elements that underpin strategic and implementation results. It commonly includes the following elements: people, governance, process, service delivery model, technology, and performance insights and data. It would be a useful framework for WFP to track performance of core organizational components as it continues to evolve its role.	Accepted	WFP Rwanda plans to continue and improve the effective McGovern-Dole Programme model throughout all of Phase 2, that was developed after the Phase 1 midterm. This will be done through continuous monitoring and tracking performance of core strategic and implementation results included in the performance monitoring plan (PMP).	WFP CO Programme & M&E	September 2025	In progress

Operational	2	<p>Ensure appropriate balance between capacity strengthening and direct implementation. A key factor that has enabled the programme to contribute to the development of the national school feeding programme is its technical credibility and grounded experience. It will be important for WFP to ensure its facilitation and technical support remain credible, by maintaining a high-quality school feeding operation that demonstrates capacity to advise the Government on these issues. Some of this can come from WFP's global experience and by connecting the Government to global</p>	Accepted	<p>WFP Rwanda plans to continue to ensure appropriate balance between capacity strengthening and direct implementation, as was adopted over the second half of phase I.</p> <p>WFP Rwanda also plans to continue supporting the government to participate in global school feeding forums. Earlier this year, Rwanda joined the Global School Meals Coalition. WFP Rwanda also plans to facilitate a learning tour to a country in the region, with the Ministry of Education's new school feeding team. Finally, WFP Rwanda will continue to support Government of Rwanda's participation in Global Child Nutrition Forum Events.</p>	WFP CO Programme with RBN support	September 2025	In progress
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		school feeding networks.					
Operational	3	Maintain support to Phase I McGovern-Dole Programme schools, communities, and cooperatives. The Phase II design includes all Phase I schools until the second half of Phase II. It will be important that WFP continue to draw lessons, monitor and organize support directly and indirectly (e.g., through government and local partners) to Phase 1 project sites during the second half of Phase II. Concrete examples are supporting maintenance systems for the multitude of school infrastructure built in the last year of the programme and continuing to evolve the discussions with parents, and school,	Accepted	<p>While WFP Rwanda plans to transition Phase I schools to the NSFP mid-way through the programme, WFP plans to provide comprehensive capacity and systems buildings to Phase I schools and districts in 2022 and 2023, to enable smooth and effective transition of schools. In building capacity of districts to manage the NSFP, WFP will help to ensure that Phase I schools continue effective school feeding programmes.</p> <p>While maintenance of infrastructure beyond 2023 has not been included in the Phase 2 design, WFP is actively advocating with government for the</p>	WFP CO Programme	September 2025	In progress

		community, and local government representatives on expectations for parent contributions.		inclusion of maintenance budgets in NSFP government budgeting. In regards to parent contributions, WFP is in discussions with Government and partners on harmonizing the approaches, strengthening communication guidance and reviewing the challenges.			
Operational	4	Build adaptive management and agility into the Phase II design and implementation plan. A key strength in Phase I was making critical decisions efficiently and at the right time. Given that Phase II will focus more on the practical realities of the national school feeding programme, a similar level of agility and funding flexibility will be required to		With the aim to increase senior management engagement and strengthen regular and structured technical coordination with WFP units, WFP established an Internal Working Group for the MGD programme in 2019, following midterm evaluation recommendations. This working group continues to meet quarterly	WFO CO Management & Programme	Continuous	In progress

		address emerging risks and opportunities. This can be facilitated by building in regular reflection points focusing on progress toward outcomes, routine performance monitoring, and maintaining a leadership culture that enables bold management, operational and funding decisions when necessary.		<p>The school feeding team also organizes bi-monthly briefing meetings with senior management, to update and discuss key initiatives and activities, with a specific focus on government engagement.</p> <p>Regular meetings with senior leadership in MINEDUC will be continued to enable close dialogue with Government on evolving priorities.</p>			
Operational	5	Establish contingency planning at school and community level to prepare for and respond to shocks and stresses like COVID-19. WFP has effective contingency planning policies and processes that allowed management to quickly pivot the programme during the pandemic.	Accepted	WFP Rwanda is working to strengthen contingency planning at school and community level to prepare for and respond to shocks and stresses like COVID-19. WFP Rwanda has also participated in WFP's global review processes around how school feeding was adapted	WFP CO Programme & M&E	September 2025	In progress

		The benefits of contingency plans and systems are clear. There is an opportunity now to embed contingency planning more directly into the local systems that WFP supports, which will contribute to broader resilience building and mitigate risks to the programme.		during COVID and those findings will inform the CO's contingency planning.			
Operational	6	Implement appropriate gender analysis and approaches for Phase II. While the McGovern-Dole Programme design aligns with relevant gender policies and frameworks, efforts toward gender-equitable outcomes and gender-appropriate approaches would benefit from a broader lens that monitors how interventions influence GEWE. The absence of a comprehensive gender analysis, and the missed	Accepted	A gender analysis was built into the baseline period of the Phase 2 programme. This was conducted from October-November 2021 and the report will be annexed to the Phase 2 baseline evaluation. WFP Rwanda will organize a reflection workshop with programme partners to further discussion on how findings can be integrated into programme design moving forward. Partners and key stakeholders will	WFP CO Programme & M&E with support from RBN gender team	Continuous	In Progress

		<p>opportunity to implement relevant gender- sensitive approaches in interventions, are significant gaps. The programme should make learning on gender an explicit focus for Phase II. WFP should conduct a gender analysis at baseline and consider a gender audit at midterm and/or at endline.</p>		<p>then be required to develop activity-specific work plans to ensure work is gender transformative. Gender 'deep dives' have also been built into the Phase 2 midterm and final evaluation designs.</p>			
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