

# **Management Response from WFP Eswatini Country Office and the Ministry of Education and Training (MoET) Nutrition unit, to the recommendations of the Joint evaluation of linking Smallholder Farmers to the Home-Grown School Feeding Market in Eswatini, from September 2019 to December 2021**



1. This document, finalized in February 2024, presents the management response to the recommendations of the joint evaluation of linking Smallholder Farmers to the Home-Grown School Feeding Market in Eswatini.
2. The evaluation was commissioned by WFP Eswatini Country Office and the Ministry of Education and Training (MoET) Nutrition unit focusing on the functionally oriented modelling developed by WFP to facilitate global learning around critical HGSF elements of production, trade, procurement, preparation, distribution, and consumption. The evaluation findings serve the dual purpose of accountability and learning. In relation to accountability, the evaluation findings assess and report on the performance and results of linking Eswatini smallholder farmers to the school feeding market. The learning aspect helps to determine successes and shortcomings of the HGSF pilot; what worked and what did not work and what is required for adjustments including integration of gender and human rights. Additionally, the findings will inform the design of the new CSP and provide the Government with evidence on potential expansion of the HGSF model across the country. Hence, the evaluation will provide the evidence base for future operational and strategic decisions.
3. The evaluation made 7 key recommendations with 26 actions. The matrix sets out whether WFP and the Government of Eswatini agrees, partially agrees, or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

<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 Agreed, Partially agreed or Not agreed? 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>Priority: High</b></p> <p><b>Recommendation 1:</b> <i>Develop a robust policy framework that mandates the inclusion of HGSP in the NSFP in Eswatini.</i></p> <p><b>(Deadline: Before the end of 2024)</b></p>	<p>WFP MoET, MoA, FAO</p>		<ol style="list-style-type: none"> <li>1. Conduct SABER to identify gaps in the school feeding framework.</li> <li>2. Conduct donor meeting for all relevant stakeholder to solicit technical and financial support.</li> <li>3. Explore non-traditional donors and IFIs for financial support to enhance the national school feeding programme food basket</li> </ol>	<p>WFP</p> <p>MoET</p> <p>MoET</p>	<p>31 Nov 2024</p>

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<b>Sub-recommendation 1.1</b> Update Inqaba manual to make NSFP/HGSF more explicit; consider developing a school feeding policy. (Deadline: Before the end of 2024)	MoET, MoA, FAO WFP	Partially agreed subject to the availability of funds	1.1.1 Update the national framework for food security in schools	MoET	31 December 2024
<b>Sub-recommendation 1.2</b> Advocate for the integration at both the national and regional levels, emphasizing the multi-dimensional benefits. (Deadline: Before the end of 2024)	WFP MoET, MoA, FAO	<b>Not Agreed</b> The recommendation cannot be fully implemented during the course of the project ( project ends at the end of 2024)			
<b>Sub-recommendation 1.3</b> Develop a shared vision of HGSF and conduct a stakeholder	WFP, MoET, FAO, MoA	<b>Agreed</b>	1.3.1 Update Home Grown School Feeding framework.	HGSF Committee (MoET)	31 December 2024

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mapping based on this vision, establish/formalize HGSF coordination structures. (Deadline: Before the end of 2024)			1.3.2 Conduct regional consultation meetings (mapping)	School feeding panel & HGSF steering committee. (MoET nutrition)	31 October 2024
<b>Sub-recommendation 1.4</b> Develop synergies with other southern African and Africa wide HGSF initiatives (e.g., CESA HGSF Cluster) (Deadline: Before the end of 2024)	WFP MoET, MoA, FAO	Agreed	1.4.1 Finalise school meals coalition country commitments. 1.4.2 Initiate south-south visits for HGSF. 1.4.3 Adopt and domesticate the SADC school meals guidelines. 1.4.4 Strengthen linkages with HGSF forums (clusters)	MoET	30 June 2024  31 Dec 2024  31 Dec 2024  31 Dec 2024

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<p><b>Priority: High</b></p> <p><b>Recommendation 2:</b> Adjust the design of HGSF to set realistic targets for scaling with the purpose of establishing a pathway for the progressive adoption of a model for HGSF schools that will include all necessary components – including complimentary services.</p> <p><b>(Deadline: As soon as possible)</b></p>	<p>WFP MoET, MoA</p>				
<p><b>Sub-recommendation 2.1:</b> Conduct a thorough assessment of the geographical locations of schools and farmers considering</p>	<p>WFP MoET, MoA</p>	<p>Agreed</p>	<p>2.1.1 Conduct a secondary data assessment of the geographical locations of schools and farmers to identify gaps.</p>	<p>MoA</p>	<p>31 Dec 2024</p>

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accessibility, market proximity, and local agricultural practices. (Deadline: As soon as possible)			2.1.2 Conduct mapping assessment based on the identified gaps.	FAO	
<b>Sub-recommendation 2.2:</b> Engage with local communities, schools, farmers, and relevant stakeholders to gather insights and involve them in the planning and design of appropriate interventions that meet location-specific challenges. (Deadline: As soon as possible)	WFP MoET, MoA	<b>Partially Agreed</b> Engage schools and farmers but not communities	2.2.1 Conduct training for farmers and schools on HGSR and gather feedback  2.2.2 Conduct school feeding summit	MoET,  MoET	30 June 2024  30 April 2024
<b>Sub-recommendation 2.3:</b> Further develop HGSR strategies	WFP	<b>Agreed</b>	2.3.1 Link smallholder farmers to the national systems	MoA	30 September 2024

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around local procurement, meal diversification, and strengthening complimentary services. (Deadline: As soon as possible)	MoET, MoA		(NAMBOARD) which will link smallholder farmers to markets. 2.3.2 Sensitize schools and communities on the revised HGSF framework	WFP	31 Dec 2024
<b>Sub-recommendation 2.4:</b> Conduct a detailed market assessment to inform local procurement strategy for Eswatini to guide the NSFP and HGSF. (Deadline: As soon as possible)	WFP MoET, MoA		2.4.1 Develop local procurement strategy informed by the market assessment	WFP	31 December 2024
<b>Sub-recommendation 2.5:</b> Conduct a detailed context analysis with communities to develop HGSF guidelines that cover all the processes including	WFP MoET, MoA	<b>Not agreed</b> Eswatini does not have a diverse menu but WFP and MoET are using the SMP plus tool			

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development of model menus based on local preferences and availability of commodities.  (Deadline: As soon as possible)		to advocate for national school feeding budget allocations.			
<b>Sub-recommendation 2.6:</b> Strengthen complimentary services under the HGSF – water and sanitation, fuel efficient kitchens, and climate smart school gardens supported by organizations/agencies that deliver agricultural capacity building support.  (Deadline: As soon as possible)	WFP MoET, MoA	Agreed	2.6.1 Strengthen advocacy for complimentary services for HGSF through the SF summit.  2.6.2. Integrate complementary services into the revision of the HGSF framework.	MoET  MoET	30 April 2024  31 December 2024



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<b>Sub-recommendation 2.7:</b> Strengthen the capacity of farmers to produce nutrition sensitive commodities including the indigenous leafy green vegetables that are available in each region and climate smart crops such as groundnuts. (Deadline: As soon as possible)	WFP MoET, MoA	<b>Partially Agree</b>  Not in agreement with the indigenous leafy vegetables because farmers are more concerned with profitability. MoA feedback is that farmers are not keen because of profitability. Lack of capacity on SBCC.	2.7.1 Conduct training on nutrition sensitive commodities to farmers	MoA,	30 June 2024
<b>Priority: High</b>  <b>Recommendation 3:</b> Strengthen mainstreaming of gender, disadvantaged groups (people living with disabilities)	WFP				

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<p>and human rights in the design and implementation of HGSF.</p>					
<p><b>Sub-recommendation 3.1:</b> Expand the program’s focus on addressing the food and nutrition needs of various demographic groups by systematically considering vulnerability and inclusivity. (Deadline: As soon as possible)</p>	<p>MoET, MoA, DPMO</p>	<p>Agreed</p>	<p>3.1.1 Integrate diverse groups especially women and people living with disabilities into the HGSF framework and accommodate their diverse needs in relation to economic participation, food security and nutrition.</p> <p>3.1.2 Enhance trainings of communities through agriculture extension workers and schools on gender equality and</p>	<p>MoA,</p>	<p>31 October 2024</p>

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			women’s empowerment as well as inclusion of other diverse (vulnerable) groups		
<b>Sub-recommendation 3.2:</b> Address the economic empowerment of women and the vulnerabilities faced by girls in schools. (Deadline: As soon as possible)	MoET, MoA, DPMO	Agreed	3.2.1 Roll out life skills to schools’ curriculum which includes financial literacy. 3.2.2 Procurement to prioritise women when sourcing for local suppliers; WFP and Deputy Prime Ministers Office (DPMO) to liaise with SPPRA on gender sensitive procurement. 3.2.3 Strengthen Tripartite (Center for Financial	MoET  WFP  WFP	31 August 2024  30 July 2024  31 August 2024

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			<p>Inclusion, COMESA federation of women in Business (COMFWB), WFP) on linking farmers to national /local markets</p>		
<p><b>Priority: Medium</b></p> <p><b>Recommendation 4:</b> Strengthen capacities of all stakeholders at the school and farmer levels through training and capacity-building focusing on gaps identified in the evaluation and particularly gender equality, disability inclusion, and the empowerment of all project participants.</p>	<p>WFP MoET, MoA, Deputy Prime Ministers Office (DPMO)</p>	<p>Agreed</p>	<p>4.1 Conduct trainings and sensitization exercises for stakeholders of farmers and schools through training and capacity-building focusing on gaps identified in the evaluation and particularly gender equality, disability inclusion, and the empowerment of all project participants</p>	<p>WFP, MoET, DPMO</p>	<p>30 Nov 2024</p>

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<b>(Deadline: By the end of 2024)</b>					
<b>Priority: Medium</b> <b>Recommendation 5:</b> Enhance the quality of meals served at schools. <b>(Deadline: By the end of 2024)</b>	WFP MoET, MoA, FAO				
<b>Sub-recommendation 5.1:</b> Provide training to cooks to ensure the necessary skills and knowledge for quality food preparation. (Deadline: By the end of 2024)	WFP MoET, MoA, FAO	Agreed	5.1.1 Conduct frequent trainings for cooks by including basic nutrition education and Food Safety and Quality (FSQ)  5.1.2 Capacitate school administrators/committee on nutrition education and FSQ	WFP  WFP	30 August 2024  30 August 2024

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<b>Sub-recommendation 5.2:</b> Develop a well-rounded menu that includes a variety of nutritious and culturally appropriate meals. (Deadline: By the end of 2024)	WFP MoET, MoA, FAO	<b>Agreed</b>	5.2.1 Sensitize stakeholders on the indigenous vegetables nutritional content	MoET	31 October 2024
<b>Sub-recommendation 5.3:</b> Seek guidance from nutrition experts or dieticians to ensure the meals meet the nutritional requirements. (Deadline: By the end of 2024)	WFP MoET, MoA, FAO	<b>Not Agreed</b> Nutrition experts were involved in the designing of current menus and continue using of the SMP plus tool			
<b>Priority: Medium Recommendation 6:</b> Implement a robust monitoring and evaluation framework that	WFP MoET, MoA	<b>Agreed</b>	6.1.1 Update M&E framework in the HGSEF guiding document with sex, age and disability disaggregation.	MoET	31 December 2024

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<p>includes gender and disability-disaggregated data collection <b>(Deadline: By the end of 2024)</b></p>			<p>6.1.2 Include type of disability in the already existing data collection tool.</p> <p>6.1.3 M&amp;E capacity for MoET nutrition inspectors strengthened</p>	<p>WFP</p> <p>WFP</p>	<p>31 December 2024</p> <p>31 May 2024</p>
<p><b>Priority: Medium</b></p> <p><b>Recommendation 7:</b> Enhance the cost efficiency of the HGSF model.</p> <p><b>(Deadline: As soon as possible)</b></p>					

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<b>Sub-recommendation 7.1</b> Sustain support for facilitation of profitable market access, particularly for women SHFs and farmers with possible <i>very small holdings</i> (non-profitability of engagement with the HGSP pilot correlated strongly with the size of landholding). (Deadline: As soon as possible)	WFP MoET, MoA	<b>Agreed</b>	7.1.2 Link women small-holder farmers women to markets and private sector funding opportunities	WFP	31 Dec 2024
<b>Sub-recommendation 7.2:</b> Strengthen supply chain and logistics to address delays in key activities such as timely collection of commodities from farmers and transferal of payments to farmers.	WFP MoET, MoA	<b>Partially Agreed</b> Acknowledging findings on the double handling of commodities.	7.2.1 Consultation with farmers and stakeholders on the best options to transfer payments.  7.2.2 Assist farmers to access the private sector and	MoA, FAO, WFP	30 September 2024



<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: As soon as possible)			support linkages (FAO, MoA)		
<b>Sub-recommendation 7.3:</b> Develop a more nuanced/balanced approach to cost analysis that reflects the specific objectives, outcomes, and benefits of the HGSF model. (Deadline: As soon as possible)	WFP MoET, MoA	Not accepted: this will be addressed when updating the HGSF framework.			