



Management Response from WFP Ethiopia Country Office to the recommendations of the decentralized Final Evaluation of WFP-USDA McGovern-Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions of Ethiopia (2019–2025)

1. This document, finalized in **September 2025**, presents the management response to the recommendations of the **Final Evaluation of WFP-USDA McGovern-Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions of Ethiopia (2019–2025)**.
2. The evaluation, which was commissioned by **WFP Ethiopia Country Office** covers **2019–2025**. The evaluation serves the dual purpose of accountability, learning and informed decision making. Specifically, based on the criteria of relevance, effectiveness, efficiency, impact, and sustainability, the evaluation assessed:
 - a) The performance and results of the programme to generate and present high quality and credible evidence to its stakeholders for accountability purposes.
 - b) The reasons why certain results occurred or not, to draw lessons, derive good practices and pointers for learning, providing evidence to inform operational and decision-making.
 - c) Project progress toward the final planned targets as per the results framework and theory of change
3. The evaluation made **4** key recommendations with **19** sub-recommendations. 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.

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <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>	Management Response <i>[Is (sub-) recommendation Agreed, partially agreed or not agreed? If partially agreed or not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
Priority: High Recommendation 1: 1. Strengthen monitoring and reporting of the successor project from the outset and reinforce analysis and learning as the project proceeds. <i>Deadline: Immediate and ongoing</i>	Not applicable	Agreed	Not applicable	Not applicable	Not applicable
Priority: High Sub-recommendation 1.1 Use the inception phase of the baseline study for	RAM Programme (School Feeding)	Agreed	Incorporate evidence from the reviews, studies, and related assessments in the design and coordination of the implementation of MGD	Programme (School Feeding) M&E	January to July 2026

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the next McGovern-Dole project to agree a format for annual reporting that fulfils the requirements of all USDA and GoE mandated indicators.			in the mid year review workshop with all regions . Establish format for annual reporting that fulfils the requirements of all USDA and GoE mandated indicators and cascade the tool to schools.		
Priority: High Sub-recommendation 1.2 Revise the next project's PMP to reflect this format and agreed indicator specifications, and to ensure the use of correctly evidence-based	RAM Programme (School Feeding)	Agreed	Develop a comprehensive monitoring approach aligned to USDA which shall be implemented once implementation starts.	RAM Programme (School Feeding)	November2025

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baseline values for indicators.					
Deadline - Immediate Priority: High Sub-recommendation 1.3 Ensure adequate sex-disaggregation of reporting.	RAM Programme (School Feeding)	Agreed	Standardize and rollout the data collection tool provided to the BoE to ensure that output data (beneficiaries reached with school meals) submitted is disaggregated by geographic areas and sex.	RAM Programme (School Feeding)	By December 2025
Deadline - Immediate and ongoing Priority: High Sub-recommendation 1.4 Strengthen the school feeding monitoring SOP in	RAM Programme (School Feeding)	Agreed	1. Conduct regional workshops to ensure that Process and Outcome Monitoring Tools are revised to align with WFP's	RAM Programme (School Feeding)	June 2025

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line with the improved indicator specifications. Deadline - Immediate and Ongoing			monitoring and reporting requirements. Subsequently, the indicators will have on sex-disaggregated data during reporting. 1. Ensure the tools can facilitate comprehensive reporting to USDA		
	RAM		Engage Third-Party Monitoring firms to improve monitoring coverage.	Programme (School Feeding)	Ongoing
Priority: High Sub-recommendation 1.5 Ensure that project records always include the	RAM Programme (School Feeding)	Agreed	work with MOE/EMIS to update the IDs of project schools in project reports as per the available EMIS Data.	RAM/Programme	January 2026

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EMIS IDs of project schools. Deadline – Immediate and ongoing					
Priority: High Sub-recommendation 1.6 Ensure, wherever possible, separate data for Borana and East Hararghe, even if this is not specifically required for USDA purposes. Deadline – Ongoing	RAM Programme (School Feeding)	Agreed	Work with the WFP sub offices and BoE to e report the disaggregated data separate data by Zones/Woredas through standardizing data collection tools and that BoEs in the different woredas have the same understanding of the disaggregated reporting requirements.,.	Programme (School Feeding)	Bi-annually

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Priority: High Sub-recommendation 1.7 Ensure a timely mid-term evaluation and a rapid management response to its recommendations. Deadline – Ongoing	Evaluation RAM	Agreed	Commission the MTE in a timely manner	Programme (School Feeding)	September 2027
Priority: High Recommendation 2: Ensure real-time monitoring of the successor school feeding project in Oromia and Afar and use management		Agreed	Coordinate with SF team and ensure timely management responses to the MTE recommendations	Programme (School Feeding) Evaluation	December 2027

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information to improve efficiency. Deadline: Ongoing					
Priority: High Sub-recommendation 2.1 Strengthen monitoring of school attendance rates and actual days of school feeding in project schools. Deadline - Ongoing	Programme (School Feeding, Cross-cutting units)	Agreed	2.1.1 Develop a system to capture attendance properly which will enhance school attendance recording quality. 2.1.2 Strengthening monitoring including through third party monitoring system (TPM) and roll out digital system in schools.	Programme (School feeding) M&E Unit	January to March 2026 Throughout the school semester

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Priority: High Sub-recommendation 2.2: Continue to focus on resolving shortages of NFIs. Deadline - Ongoing	Programme (School Feeding, Nutrition)	Agreed	2.2.1 Additional NFIs have been procured in August and September 2025 and allocation plan is completed. 2.2.2 plans are established to distribute in the first semester of FY24 programme implementation. Annual inventory will be undertaken to identify the unmet needs.	Programme school feeding	September - December 2025
Priority: High Sub-recommendation 2.3: Improve awareness of complaints and feedback mechanism.	Cross cutting / school feeding	Agreed	2.3.1 Promote existing CFM channels—primarily the toll-free hotline—at the community level, targeting communities where	School feeding /cross cutting	November 2025 -December 2026

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Deadline - Ongoing			<p>supported schools are located. This includes awareness-raising through school events, parent-teacher meetings, and local community structures to ensure accessibility and understanding of the hotline's for the communities.</p> <p>2.3.2 Engage the Ministry of Education and relevant stakeholders not only to identify the most appropriate entry points for</p>		December 2026

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			integrating CFM within schools, but also to co-design practical and applicable mechanisms that are child sensitive for operationalizing these entry points, establishing clear protocols (business/digital) on feedback management in a confidential, dignified and respectful.		
Priority: High Recommendation 3: For the successor project, prioritise capacity-	Programme	Agreed	Not applicable	Not applicable	Not applicable

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strengthening measures to address issues in equity and efficiency. <i>Deadline: Ongoing</i>					
Priority: High Sub-recommendation 3.1: Focus on capacity-strengthening for procurement and delivery of HGSF commodities (Oromia). <i>Deadline – Immediate and Ongoing</i>	Programme	Agreed	Organize training on HGSF food procurement, Food Safety and Quality (FSQ) and delivery and storage management for the Regional Bureaus of Education, BoF and Farmer Cooperatives and selected schools.	Programme and SC Procurement	Sept- December 2025

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Priority: High Sub-recommendation 3.2: Carefully monitor and learn from innovations in local procurement and the promotion of school gardens and farms in the project areas. Deadline - Ongoing		Agreed	There is an ongoing school feeding cost-effectiveness study which is being done jointly with IDRC and PEP. The study will assesses the efficiency of different procurement options. The insights will inform future procurement processes, while also incorporating best practices from the school gardening in the targeted areas.	Programme/RAM	September 2025-December 2027

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Priority: High Sub-recommendation 3.3: Encourage PSNP and community provision of staff housing. Deadline - Ongoing		Partially Agreed	This is not directly WFP responsibility however WFP will participate in advocacy efforts to enhance quality education including the efforts from woreda administration and BoE, UNICEF and World Bank.	Programme (School Feeding)	September 2025 to September 2027
Priority: High Recommendation 4: Feed lessons from this project into the broader design and implementation of school feeding			Not applicable	Not applicable	Not applicable

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programmes across Ethiopia. <i>Deadline: Ongoing</i>					
Sub-recommendation 4.1: Ensure project designs are informed by comprehensive social analyses in project areas; incorporate the lessons from recent social analyses to address critical gaps and barriers through context-specific programming that promotes girls' education and strengthens protection outcomes.	Programme and Gender	Agreed	4.1.1 Commission gender-sensitive and child protection-focused social analyses in target regions, prioritizing areas with known disparities in girls' education and safety. Focusing on gender norms, community power dynamics, and barriers to girls' education. 4.1.2 Build on the SBCC actions within the project to operationalize the key	Cross Cutting/Cross Gender	January-June 2026

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Deadline: June 2026			gender specific recommendations identified through analysis		
Sub-recommendation 4.2: The importance of working with broad coalitions to support education and school health and nutrition to maximise school feeding complementarities, and address weaknesses in school feeding theories of change. Deadline: Ongoing	M&E /Programme	Agreed	Update the Theory of Change (ToC) to reflect multi-sectoral pathways and incorporate inputs in consultation with key actors.	M&E and Programme	May 2026

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Sub-recommendation 4.3: The value of community support, but the need to be realistic about the level of resources that can be raised from poor and crisis-stressed communities. <i>Deadline: Ongoing</i>	RAM/	Agreed	Conduct a community resource mapping to define community capacity and identify realistic contributions. And develop SOP for standardized SF community contribution that are sensitive to context.	Programme and RAM	December 2026
Sub-recommendation 4.4: The need to reinforce capacity strengthening elements of SFPs, while also being realistic about timetables for handover	Programme, Procurement, FSQ units	Agreed	Design a realistic timeline and roll out a capacity-building and handover strategy for government partners and communities, emphasizing key areas such	Programme	March 2026 to March 2027

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to government programmes. Deadline: Ongoing			as resource mobilization, targeting and prioritization, procurement processes, food safety and quality, and monitoring systems to support a smooth transition.		
Sub-recommendation 4.5: The importance of having effective monitoring and reporting systems in place from the outset of an SFP. Deadline: Ongoing	M&E, TEC, school feeding	Agreed	ToT- Train school-level staff and implementing partners on data collection, reporting protocols, and the use of digital tools for timely and accurate reporting.	School feeding and M&E	September to December 2025 to

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Sub-recommendation 4.6: The need for continued support to national efforts to develop and implement a resource mobilisation strategy for school feeding. Deadline: Ongoing	Programme	Agreed	Provide technical assistance to the Ministry of Education to operationalize the national school feeding resource mobilization strategy.	School feeding	November 2025 to June 2026