

# Management Response from WFP Bangladesh Country Office to the recommendations of the decentralized evaluation of Endline Evaluation USDA McGovern Dole International Food for Education and Child Nutrition Project FY 2020-2024 in Bangladesh (DE/BDCO/2021/019) from March/2025 to September/2025



1. This document, finalized in December/2025, presents the management response to the recommendations of the evaluation Endline Evaluation USDA McGovern Dole International Food for Education and Child Nutrition Project FY 2020-2024 in Bangladesh.

1. The evaluation, which was commissioned by WFP Bangladesh Country Office covers activities undertaken by the project from November 2020 to December 2024 in two upazilas, namely, Ukhiya and Kutubdia, in Cox's Bazar district of Bangladesh. The project uses McGovern-Dole commodities and cash funds provided under the project's Local and Regional Procurement component to contribute directly towards the project's strategic objectives, McGovern-Dole SO1 and McGovern-Dole SO2. Additionally, the project had foundational results that focused on increasing (i) the capacity of government institutions and (ii) the engagement of local organisations and community groups. The project also focused on improving the effectiveness of food assistance through local purchases (as local and regional food procurement objectives).

The activities undertaken towards achieving SO1: (i) training of teachers and providing them with relevant, appropriate, high-quality reading materials; (ii) developing instructional materials for teachers and students; (iii) increasing community involvement by engaging parents, school management committees, and the wider community to improve children's learning and; (iv) supporting the government in implementing key components of the government's essential learning package at the school and community level.

The following activities were undertaken to achieve SO2 and foundational results. A. Food Distribution, which included (i) distribution of high-energy biscuits (75-gram packet) and (ii) support to roll out the National School Meal Programme. B. High-level capacity building, that included (i) policy framework, (ii) stable funding, (iii)

institutional capacity and coordination, (iv) programme design and implementation, (v) community participation and ownership and (vi) local procurement C. Promote improved nutrition and health that included (i) Nutrition training (ii) Establishment of school gardens, (iii) Scouting for little doctors, and (iv) Provision of handwashing stations. Food safety and quality infrastructure included (i) rehabilitation of latrines and waterpoints.

The activities targeted 49,162 children across 140 schools in two upazilas<sup>1</sup>. The scope of the evaluation addressed the evaluation questions (from the ToR), including all activities and processes related to projects' formulation, implementation, resourcing, monitoring, and evaluation through the lens of relevance, coherence, effectiveness, efficiency, impact, and sustainability. It reaches all stakeholders, including children, parents, smallholder farmers, storekeepers, and national and regional government stakeholders. Specific questions listed under the evaluation criteria have been answered through appropriate data collection, analysis, and triangulation processes. In addition to two upazilas for project schools, the evaluation covered Ramu (for comparison schools) in Cox's Bazar district.

The evaluation serves the dual purpose of accountability and learning and informed about the project's performance by examining its relevance, coherence, effectiveness, efficiency, impact, and sustainability. It aims to collect data on key performance indicators to measure progress against strategic objectives and higher-level results, including SO1 – Improved Literacy of School-Age Children, SO2 – Increased Use of Health, Nutrition, and Dietary Practices, and LRP SO1 – Improved Effectiveness of Food Assistance through Local and Regional Procurement. The evaluation also examined the degree to which the project achieved its intended outcomes under these objectives while assessing the integration of participation, access and opportunities for all women, men, girls and boys throughout the project lifecycle. In addition, The Evaluation Team (ET) undertook a critical review of the project's results framework and theory of change to evaluate their coherence and relevance. Based on these findings, the evaluation provides actionable recommendations to enhance future programming and inform policy development.

The primary users of this evaluation include WFP Bangladesh CO for evidence-based decision-making, USDA for assessing whether or not the project has succeeded in achieving McGovern-Dole's strategic objectives, and the Government of Bangladesh (GoB) through the Ministry of Primary and Mass Education (MoPME) and other relevant ministries. Other stakeholders include WFP's Regional Bureau and Headquarters for organizational learning, sub-recipients (Room to Read, Resource Integration Center and FAO), and the Office of Evaluation for accountability and reporting to the Executive Board. The findings will also inform future programming for WFP and other development partners.

2. The evaluation made six (6) key recommendations with [1] 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.

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<sup>1</sup> In Year one of the project 170 schools were targeted.

<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>[December 2027 – not to exceed related recommendation deadline.]</i>
<p><b>Priority: High</b></p> <p><b>Recommendation 1: Enhance Monitoring Systems.</b></p> <p>WFP should support GoB in strengthening monitoring systems through increased use of digital tools for real-time data collection and analysis, supported by ongoing capacity-building efforts to strengthen evidence-based decision-making.</p> <p><b>(Deadline: June 2026)</b></p>	<p>WFP Country Office, Bangladesh</p>	<p>Agreed</p>	<p>1.1.1 Support development of digital data collection and monitoring tool for district and upazila education officials;</p>	<p>Head of Programme (HoP)/ Deputy Head of Programme (HoP), Head of RAM, Head of School Feeding (SF), CO School Feeding (SF) Unit, RAM Unit</p>	<p>April 2026</p>
			<p>1.1.2 Support the development of a dashboard that will enhance data visualization and enable quick, evidence-based decision-making.</p>		<p>June 2026</p>
			<p>1.1.3. Train government staff at national and sub-national levels on digital monitoring tools, data validation, and analysis.</p>		

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			1.1.4. Advocate for integration of a school feeding module into the Integrated Primary Education Management Information System.		
<b>Priority: High</b> <b>Recommendation 2: Capacity-building for systems strengthening</b> Increase training opportunities for government officials, teachers, and local stakeholders to enhance governance and program management effectiveness. <b>(Deadline: June 2026)</b>	WFP Country Office, Bangladesh	Agreed	2.1.1 WFP will support Government in conducting/facilitating relevant trainings to key implementers including education officials, teachers and food suppliers.	Head of Programme (HoP)/ Deputy Head of Programme (HoP), Head of School Feeding (SF), CO School Feeding (SF) Unit	June 2026
			2.1.2 Facilitate exchange visits across districts to observe successful governance and program management models.		December 2026
			2.1.3. Develop online training modules accessible via mobile and		December 2027

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			web platforms, complemented by blended learning approaches that combine in-person sessions with digital resources for flexibility and wider reach. This will be done for the literacy component.		
<b>Priority: High</b> <b>Recommendation 3: Strengthen community engagement and participation of all constituents – boys, girls, women and men</b> WFP should support the GoB in fostering community engagement by enhancing women’s participation in governance (SMCs), leadership (creating community leaders)	WFP Country Office, Bangladesh	Partially agreed	The project design has been finalized, and School Management Committees (SMCs) have been established and are operating in line with Government policies. However, WFP will support the Government by defining approaches for the active engagement of parents, communities, and SMC members in programme	Head of Programme (HoP)/ Deputy Head of Programme (HoP), Head of School Feeding (SF), CO School Feeding (SF) Unit	December 2026

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and promoting to success and representation of all constituents in the design and implementation of school feeding initiatives. <b>(Deadline: June 2026)</b>			implementation. These approaches will be reflected in the operational guidelines.		
<b>Priority: Medium</b> <b>Recommendation 4: Enhance focus on nutrition in school feeding interventions</b> WFP should collaborate with the GoB to pilot innovative <sup>2</sup> school feeding models in select areas to assess feasibility, scalability, and impact on nutrition and operational efficiency. <b>(Deadline: December 2026)</b>	WFP Country Office, Bangladesh	Not Agreed	WFP cannot advance this recommendation as Current government guidance restricts implementation to the approved snacks modality, comprising fortified biscuits, buns, eggs, fruits, and UHT milk. This restriction is driven by infrastructure challenges and the short school contact hours, as most schools operate in two shifts with a		

<sup>2</sup> Locally sourced, diverse, culturally relevant and sustainable school feeding interventions.

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			maximum of four hours per day. WFP remains fully aligned with this directive while continuing to advocate for diversified approaches, which will be piloted once government authorization is secured.		

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<p><b>Priority: Medium</b></p> <p><b>Recommendation 5: Prioritising investments in infrastructure and logistics</b></p> <p>WFP should advocate (evidence-based) with GoB to prioritize investment in critical infrastructure, including kitchens, storage facilities, and sanitation, to effectively support school meal programs.</p> <p><b>(Deadline: June 2027)</b></p>	<p>WFP Country Office, Bangladesh</p>	<p>Partially Agreed</p>	<p>5.1.1 Due to resource constraints, WFP is not able create an evidence base for this recommendation as the current model does not include infrastructure investments.. However, WFP will continue advocacy with the Ministry of Primary and Mass Education through both high-level and technical meetings, urging the inclusion of kitchens and storage facilities into the design of new school buildings to enable the introduction of hot meals under the national school feeding programme.</p>	<p>Head of Programme (HoP)/ Deputy Head of Programme (HoP), Head of School Feeding (SF), CO School Feeding (SF) Unit</p>	<p>December 2027</p>

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			5.1.2 Additionally, WFP may facilitate learning visits for high-level government officials to countries where hot meals are successfully delivered through low-cost kitchen and storage facilities.		
<p><b>Priority: Medium low</b></p> <p><b>Recommendation 6: Building Crisis Resilience</b></p> <p>WFP should demonstrate integrating resilience approaches (such as establishing disaster-resilient supply chains) in the school feeding programme. WFP should support GoB in deploying crisis-resilient approaches in their national school meals programme.</p>	WFP Country Office, Bangladesh	Agreed	<p>6.1.1 WFP will diversify suppliers, sourcing locations; and utilize flexible, coordinated delivery schedules to reduce dependency on single regions vulnerable to floods, cyclones and other disasters.</p> <p>6.1.2 WFP will promote local food systems linkages by sourcing from smallholder farmers,</p>	<p>Head of Supply Chain (HoSC), CO Procurement unit</p> <p>Head of Supply Chain (HoSC), SC CCS (FAO)</p>	<p>June 2027</p> <p>December 2027</p>

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<b>(Deadline: December 2027)</b>			cooperatives, and women-led enterprises to strengthen community resilience.		