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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations in the summary report on the strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals

Background

1. This document presents the WFP management response to the recommendations from the strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals (SDGs).
2. The evaluation reviewed WFP's strategic positioning in school feeding and compared its performance between 2014 and 2020 with the school feeding policy objectives. It assessed how well WFP is positioned and equipped to deliver on its school feeding agenda and sought to understand any factors enabling or hindering progress.
3. The evaluation's eight recommendations reflect its main conclusions and focus on key dimensions of organizational readiness which, if addressed, will enable WFP to achieve its ambitions. Sub-recommendations elaborate on how each main recommendation can be implemented.
4. The response 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. Most actions are led by offices at headquarters.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF THE CONTRIBUTION OF SCHOOL FEEDING ACTIVITIES TO THE ACHIEVEMENT OF THE SUSTAINABLE DEVELOPMENT GOALS					
Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
<p>Priority: High Overall deadline: February 2023 1. Ensure continued high-level attention is paid to school feeding by providing inputs for the development of the new strategic plan, giving an Executive Board briefing on school feeding policy and strategy and revising the school feeding policy and strategy in 2022 and 2023.</p>	Assistant Executive Director, Programme and Policy Development Department (AED, PD)	Agreed	Not applicable	Not applicable	Not applicable
1.1 Ensure that the WFP strategic plan for 2022–2026 prioritizes the school feeding agenda	AED, PD (School-based Programmes Division (SBP))	Agreed	1. WFP will prioritize the school feeding agenda in the next strategic plan as a foundational approach to building human capital and addressing underlying structural vulnerabilities. The strategic plan will clearly outline WFP's global leadership role in school health and nutrition; partnership arrangements; and internal capacities and resources in order to fully deliver on this agenda. It will also clarify links with food systems, girls' education and relevant SDGs.	AED, PD (with support of SBP)	November 2021

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1.2 As soon as possible provide a briefing to the Executive Board that: <ul style="list-style-type: none"> ➤ draws attention to the strategy and how it has taken the 2013 policy forward; ➤ notes how implementation of the strategy is being strengthened; and ➤ proposes a road map for revising the policy and strategy. 	SBP	Agreed	2. WFP will organize an informal briefing to the Executive Board in 2021 to update members on the strategy, how it has enhanced the policy and how the implementation of the strategy has been strengthened.	SBP	November 2021
			3. A road map for the revision of the school feeding policy will be shared with the Executive Board during this informal briefing.	SBP	November 2021
1.3 Update the policy and strategy to address the gaps identified by this evaluation; use a consultative and coherence-building approach and include a costed and accountable implementation plan.	SBP (all regional bureaux)	Agreed	4. Through a consultative process involving all stakeholders, the school feeding policy from 2013 will be updated with the aim of ensuring that vulnerable schoolchildren have access to school health and nutrition packages and accelerating progress towards attaining the SDGs.	SBP (with support from regional bureaux)	February 2023
			5. The updated school feeding policy will be accompanied by a costed implementation plan that will clearly identify accountabilities and benchmarks for measuring progress.	SBP (with support from regional bureaux)	February 2023

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
<p>Priority: High Overall deadline: February 2023 2. Develop guidance and standards for school feeding and school health and nutrition in humanitarian settings (including for school feeding as a response to shocks) and ensure that the principles and strategic priorities of this guidance are adequately reflected in the revised school feeding policy and strategy.</p>	SBP	Agreed	Not applicable	Not applicable	Not applicable
2.1 Engage with the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund, Education Cannot Wait and the World Bank, as well as relevant WFP units, to identify strategic priorities for school feeding in all humanitarian contexts.	SBP	Partially agreed – WFP agrees but it is not possible to implement the sub-recommendation in the proposed timeframe.	1. WFP will engage with UNHCR, UNICEF, ECW and non-governmental organizations in the humanitarian space, as well as relevant WFP units, in order to identify strategic priorities for school feeding in humanitarian contexts.	SBP	June 2022
			2. WFP is working with Member States to convene a global coalition of partners that will promote the prioritization of national school meals programmes in humanitarian and development contexts.	SBP	September 2021

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2.2 Collaboratively develop guidance for humanitarian contexts based on the strategic priorities identified (see point 2.1 above) and a review of lessons learned (including from COVID-19 and the rollout of the Comprehensive Refugee Response Framework).	SBP (all regional bureaux, Programme – Humanitarian and Development Division (PRO), Emergency Operations Division (EME))	Agreed	3. WFP will develop guidance for humanitarian contexts based on a review of learning (including from COVID-19 and the roll-out of the Comprehensive Refugee Response Framework).	SBP (with support from regional bureaux, PRO, EME)	December 2022
2.3 Ensure that key principles from the guidance are reflected in the revision of the school feeding policy and strategy (see recommendation 1).	SBP (and working group)	Agreed	4. The guidance on school feeding in humanitarian contexts will be reflected in the revision of the school feeding policy and strategy.	SBP	February 2023
Priority: High Overall deadline: December 2022 3. The regional bureau implementation plans (RBIPs) linked to the 2020–2030 strategy should be prioritized at the corporate level, and WFP should mobilize predictable minimum resources to implement the RBIP action plans.	AED, PD	Agreed	Not applicable	Not applicable	Not applicable

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
3.1 Ensure the continued provision of dedicated predictable minimum multi-year resources for delivering the RBIPs.	AED, PD and the Assistant Executive Director, Resource Management (AED, RM)	Partially agreed – this recommendation will be implemented to the extent possible in keeping with WFP's budgeting practices and funding model.	1. Resource mobilization efforts will aim to enhance the predictability of multi-year resources available to regional bureaux for their respective school feeding implementation plans. Efforts will also be made to include school feeding requirements in regional bureaux "baseline" budgets for 2022 and therefore the 2022–2024 management plan.	AED, PD (with support from the Resource Management Department (RM) and the Partnerships and Advocacy Department (PA) and from regional bureaux for the purposes of regional budgeting)	November 2021
3.2 Establish or reinforce regional school feeding working groups to strengthen school feeding planning and implementation as part of CSPs.	All regional bureaux (SBP, Technical Assistance and Country Capacity Strengthening Service (PRO-T))	Agreed	2. Regional working groups tasked with strengthening school feeding planning and implementation within CSPs will be established or reinforced as part of the RBIPs.	All regional bureaux (with support from SBP, PRO-T)	July 2021
3.3 Integrate gender and equity considerations into the RBIPs and use multi-country strategic reflection exercises to develop gender-transformative approaches.	All regional bureaux	Agreed	3. WFP will integrate gender and equity considerations into the RBIPs and second-generation CSPs, utilizing when appropriate multi-country strategic reflective exercises to generate gender-transformative responses.	All regional bureaux (with support from the Gender Office (GEN))	December 2022

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
3.4 Ensure RBIP priorities are reflected in the revision of the policy and strategy, including in the costed implementation plan (see recommendation 1).	SBP	Agreed	4. WFP will ensure that the priorities of the RBIPs are reflected in the update of the policy and strategy and in the costed implementation plan.	SBP	December 2022
Priority: High Overall deadline: February 2023 4. Significantly strengthen WFP capacity to support the transition to full national ownership of school feeding programmes in priority countries and to add value in countries where transition processes have been completed.	SBP	Agreed	Not applicable	Not applicable	Not applicable
4.1 Review WFP's experience of supporting school feeding transition processes (drawing lessons from United Nations agencies with established upstream engagement roles). Work towards better approaches (including updated SABER guidance) for assessing government commitment in transition contexts.	SBP (all regional bureaux)	Partially agreed – WFP agrees but it is not possible to implement the sub-recommendation in the proposed timeframe.	1. WFP will conduct a review of experience in supporting school feeding transition processes, including lessons from United Nations agencies that have an established upstream engagement role.	SBP (with support from PRO-T, regional bureaux)	December 2022
			2. WFP will ensure this review feeds into strengthened approaches to country capacity and transition plans, including the establishment or consolidation of strategic partnerships.	SBP (with support from PRO-T, regional bureaux)	December 2022

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			3. WFP has already updated the SABER guidance related to assessing government commitment and identifying policy and capacity gaps. WFP is currently awaiting the World Bank response to the proposed updates. Once finalized, the guidance will be integrated into the World Bank's Healthy SABER tool.	SBP (with support from regional bureaux)	December 2020
4.2 Continue to strengthen regional and global learning mechanisms, advocating upstream work and promoting evidence-based standards of operational performance.	SBP (all regional bureaux)	Agreed	4. In accordance with workstream 1 of the school feeding strategy, WFP will continue to improve its internal lesson learning and leverage South-South and triangulation cooperation to ensure the capture, sharing and uptake of lessons from implementation and advocacy and to promote evidence-based standards of operational performance.	SBP (with support from all regional bureaux)	December 2022

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
4.3 Identify capacity, skill and resource needs for transition and post-transition contexts. Ensure that the revised school feeding policy and strategy and updated RBIPs address these needs (also see recommendation 7).	SBP (WFP senior management)	Agreed	5. WFP will identify capacity, skill and resource needs for transition and post-transition contexts through the workforce planning exercise.	SBP (with support from the WFP Leadership Group, Human Resources Division (HRM))	November 2022
			6. WFP will ensure that the revised school feeding policy and strategy and updated RBIPs address these needs.	SBP	February 2023
4.4 Develop guidance and tools for engagement with governments in the transition to sustainable national ownership.	SBP	Partially agreed – WFP agrees but it is not possible to implement the sub-recommendation in the proposed timeframe.	7. WFP will develop targeted guidance and tools for engaging with governments and supporting sustainable transition to national ownership.	SBP	December 2022
Priority: High Overall deadline: December 2022 5. Pay greater attention to gender transformation and equity in school feeding and in the SHN agenda by focusing on these issues in regional and country planning, implementation and reporting.	SBP	Partially agreed – see explanation provided for sub-recommendations 5.1, 5.2 and 5.3.	Not applicable	Not applicable	Not applicable

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
5.1 Work with internal and external stakeholders to develop guidance on how to integrate gender and equity into the design, implementation, monitoring and evaluation of school feeding and SHN in CSPs, ensuring coherence with WFP's gender policy and disability road map.	SBP, GEN, PRO (regional bureaux and country offices as relevant)	Partially agreed – WFP agrees but it is not possible to implement the sub-recommendation in the proposed timeframe.	1. WFP will develop guidance in consultation with internal and external stakeholders on the integration of gender and equity into the design, implementation, monitoring and evaluation of school feeding, ensuring coherence with WFP's corporate approach on gender and equity as outlined in the gender policy and disability road map.	SBP (with support from GEN, regional bureaux and country offices as relevant)	December 2022
5.2 Establish a seed funding mechanism for innovative multi-year country office work in gender transformation, equity and disability inclusion.	SBP, GEN	Partially agreed – this recommendation would need to be considered in the context of broader changes to WFP's budgeting practices and funding model.	2. This recommendation will be examined by the corporate Gender Equality and Women's Empowerment Steering Group, chaired by the AED, PD. The group will consider whether a seed funding mechanism is appropriate at this time or if other incentives for country offices can be provided, and whether the mechanism should support WFP's activities more broadly and not just school feeding.	AED, PD	January 2022

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
5.3 Ensure gender transformation, equity and disability inclusion are part of the revised school feeding monitoring framework and annually review lesson learning on gender transformation, equity and disability from monitoring and evaluations (see recommendation 8).	SBP, (Monitoring and Evaluation Liaison Unit (CPPM); Research, Assessment and Monitoring Division (RAM); Office of Evaluation (OEV), country offices and regional bureaux)	Partially agreed – WFP agrees but it is not possible to implement the sub-recommendation in the proposed timeframe.	3. WFP will ensure gender transformation, equity and disability inclusion are part of the revised school feeding monitoring framework and will annually review lessons learned on gender transformation, equity and disability from monitoring and evaluations.	SBP (with support of CPPM, RAM, OEV, GEN, country offices and regional bureaux)	November 2022
Priority: High Overall deadline: December 2022 6. Develop a resource mobilization plan that complements WFP corporate resource mobilization efforts (globally and through CSPs). The plan should seek predictable multi-year funding for WFP's upstream school feeding work as well as its direct delivery of school feeding programmes, and it should encourage resource mobilization from country governments and other sources, including international financial institutions, in support of nationally implemented school feeding programmes.	SBP and PA	Agreed	Not applicable	Not applicable	Not applicable

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
6.1 Develop a multi-year resource mobilization plan for the school feeding strategy that: <ul style="list-style-type: none"> ➤ takes account of various school feeding contexts; and ➤ includes a funding case that highlights the returns on various investments in school feeding (including upstream work). The funding case should be disseminated to Executive Board members and regularly updated. 	SBP and PA (other headquarters divisions, all regional bureaux)	Agreed	1. WFP will develop a multi-year resource mobilization plan for the school feeding strategy based on the different school feeding contexts contemplated in the strategy and include a funding case that highlights the return on different investments in school feeding (including upstream enabling work).	SBP (with support from the Public Partnerships and Resourcing Division (PPR))	December 2021
			2. The funding case will be shared with Executive Board members and regularly updated.	SBP (with support from PPR)	December 2021
6.2 Support relevant country offices in mobilizing resources for national government programmes.	All regional bureaux (SBP, PA)	Agreed	3. WFP will strengthen the capacity of country offices and regional bureaux to access new sources of funding. This will include support for the identification of funds/resources to implement RBIPs including action plans; and the contribution of fundraising input to the revision of all CSPs.	All regional bureaux	December 2022
			4. WFP will share global fundraising engagement materials; provide guidance and training on how to engage with partners; and collect/disseminate success stories across all regions.	SBP	December 2022

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<p>Priority: High</p> <p>Overall deadline: November 2022</p> <p>7. Scale up human resource capacity for the school feeding agenda, especially at the country level, in line with the ambitions of the school feeding strategy and the forthcoming people policy, in order to ensure that WFP can play the envisioned roles in different contexts and stages of transition.</p>	HRM	Agreed	Not applicable	Not applicable	Not applicable
7.1 Conduct a workforce planning exercise based on in-depth analysis of the skills and capacity needed at the country level to fulfil the ambitions of the school feeding strategy and comparing the results with WFP staffing profiles. Develop a capacity strengthening plan to address the operational and enabling needs identified.	HRM (SBP, PRO-T, all regional bureaux, the Brazil Centre of Excellence Against Hunger)	Agreed	1. WFP will conduct a workforce planning exercise based on an in-depth analysis of skills and capacity needed at the country level in order to fulfil the ambitions of the school feeding strategy.	HRM (SBP, PRO-T, all regional bureaux, Brazil Centre of Excellence Against Hunger)	November 2022
			2. WFP will develop an action plan for addressing the operational and enabling needs identified in WFP offices.	HRM (SBP, PRO-T, all regional bureaux, Brazil Centre of Excellence Against Hunger)	November 2022

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
7.2 Engage with country offices to review country office organigrams to enable the right level of engagement in high level technical and policy dialogue and strengthen coordination between cross-sectoral teams to support the school-feeding agenda.	All regional bureaux (HRM, SBP)	Agreed	3. WFP will engage with selected country offices to review country office organigrams and capacities in order to enable the right level of engagement in high-level technical and policy dialogue and strengthen coordination between cross-sectoral teams to support the school-feeding agenda. (Pilots in one or two countries from the Regional Bureau for Asia and the Pacific and the Regional Bureau for the Middle East and Northern Africa).	All regional bureaux (school feeding advisors, with support from regional HR officers)	July 2022
7.3 Establish a roster of technical, advocacy and governance/public finance management experts that can be drawn on as needed.	SBP (Brazil Centre of Excellence Against Hunger, PRO-T)	Agreed	4. WFP will establish a roster of technical, advocacy and governance/public finance management expertise that WFP can draw on as needed.	SBP (with support from the Brazil Centre of Excellence Against Hunger, PRO-T)	November 2022
Priority: High Overall deadline: June 2023 8. Strengthen school feeding monitoring, evaluation and learning in a balanced way that supports accountability, strategic decision making, global learning and advocacy; respects increasing decentralization within WFP; and ensures that the demands placed on country office monitoring systems are realistic.	CPPM	Agreed	Not applicable	Not applicable	Not applicable

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
<p>8.1 Strengthen corporate reporting on school feeding by:</p> <ul style="list-style-type: none"> ➤ reviewing corporate indicators to make them more relevant for school feeding reports without increasing the reporting burden on country offices; ➤ developing better ways to identify school feeding operations within corporate activities as a follow-up to the “resources to results” initiative; and ➤ strengthening WFP reporting on operational effectiveness and efficiency (in order to be able to answer basic questions such as how many children WFP has fed on how many days in a year and at what cost per meal). 	CPPM and SBP	Agreed	1. Corporate indicators have been reviewed and will be revised to ensure relevancy and to avoid over-burdening country offices.	SBP (with support from CCPM)	November 2021
			2. WFP will identify and develop a plan for piloting new indicators for school feeding, testing their utility with prioritized regional bureaux/country offices and considering the level of effort and added value they entail.	SBP (with support from CPPM)	November 2021
			3. SBP will develop a list of priority “resources to results” questions and identify and agree the minimum number of core questions to be answered over the lifetime of the strategic plan.	SBP (with support from the Corporate Planning and Performance Division (CPP))	June 2021
			4. As part of the line of sight (LoS) reform and the activities of the LoS working group, WFP will exemplify how proposed new LoS (specifically scenarios 2 and 3) could identify and generate information on school feeding operations.	CPPM (with support from RAM through the LoS working group)	June 2021

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			5. WFP will analyse the LoS working group scenario examples, ensuring that the new LoS will answer the list of prioritized “resources to results” questions compiled by SBP.	CPPM	June 2021
			6. WFP will conduct a review of lessons learned from SBP reporting in order to strengthen the reporting of SBP operational effectiveness and efficiency through annual country reports and the annual performance report.	Performance Management and Accountability Branch (CPPP)	June 2021
			7. Following the implementation of action 6, WFP will develop a plan for improving reporting on SBP operational effectiveness and efficiency in annual country reports and the annual performance report.	CPPP	September 2021
			8. WFP will develop a clear data protocol that will ensure high-quality and consistent corporate reporting, including on SBP operational effectiveness and efficiency.	CPP Performance Analysis Cell (PAC) (with support from CPPM and CPPP)	September 2021

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
8.2 Strengthen country-level monitoring and evaluation plans, for school feeding with particular attention to improving process monitoring, using and supporting national monitoring systems, and using carefully selected decentralized evaluations to demonstrate the effectiveness (or otherwise) of school feeding and SHN operations.	All regional bureaux (SBP and country offices as part of CSP processes)	Partially agreed – WFP agrees with this sub-recommendation, but it is not possible to implement in the proposed timeframe.	9. WFP will strengthen country-level monitoring and evaluation plans for school feeding as part of second-generation CSPs and aligned with the forthcoming strategic plan and corporate results framework (CRF).	All regional bureaux (with support from SBP and with country offices as part of CSP processes)	June 2023
			10. WFP will develop indicators that capture changes in countries poised for transition, along with guidance to support this progression.	SBP (with support from PRO-T)	June 2023
			11. WFP will support national monitoring systems as part of a successful transition dialogue and handover process.	All regional bureaux (with support from SBP and PRO-T)	June 2023
			12. WFP will continue to use planned and existing decentralized evaluations to demonstrate effectiveness and to identify lessons learned from school feeding interventions.	All regional bureaux (with support from OEV and SBP)	June 2022

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (supporting offices in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
8.3 Continue to pursue a high-level research and evaluation agenda as envisaged in the 2020–2030 strategy; include joint work on addressing metrics for capacity strengthening and influencing such as the enhanced SABER school health and nutrition indicators.	SBP (OEV)	Agreed	13. WFP will continue to pursue a high-level research agenda, as set out in the 2020–2030 strategy. Work on addressing metrics for capacity strengthening and influencing, such as the enhanced SABER school health and nutrition indicators, will be addressed jointly by WFP and the research consortium.	SBP	November 2022
			14. WFP will continue to conduct evaluations, including impact evaluations, in order to address evidence gaps related to school feeding; this work will inform programme design and implementation and position WFP globally as a thought leader on school health and nutrition in humanitarian and development settings.	SBP (with support from OEV and in coordination with all regional bureaux)	November 2022

Acronyms

AED	Assistant Executive Director
CPP	Corporate Planning and Performance Division
CPPM	Monitoring and Evaluation Liaison Unit
CPPP	Performance Management and Accountability Branch
CRF	corporate results framework
CSP	country strategic plan
EME	Emergency Operations Division
GEN	Gender Office
HRM	Human Resources Division
LoS	line of sight
OEV	Office of Evaluation
PA	Partnerships and Advocacy Department
PD	Programme and Policy Development Department
PPR	Public Partnerships and Resourcing Division
PRO	Programme – Humanitarian and Development Division
PRO-T	Technical Assistance and Country Capacity Strengthening Service
RAM	Research, Assessment and Monitoring Division
RBIP	regional bureau implementation plan
RM	Resource Management Department
SABER	Systems Approach for Better Education Results
SBP	School-based Programmes Division
SDG	Sustainable Development Goal
SHN	school health and nutrition
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund