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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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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 from the summary report on the evaluation of the country strategic plan for Nepal (2019–2023)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Nepal for 2019–2023.
2. The evaluation covered all the CSP activities implemented between January 2019 and June 2022. It assessed WFP's relevance, effectiveness and efficiency and the factors explaining WFP's performance.
3. Following a utilization-focused, consultative approach, the evaluation served accountability and learning purposes and informed the preparation of a new CSP for Nepal.
4. The evaluation made six recommendations, four of which are strategic and two operational.
5. The following response sets out whether WFP management agrees, partially agrees or disagrees with each of the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for implementing those recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR NEPAL (2019–2023)						
Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
<p>Priority: High Deadline: End of third quarter 2023</p> <p>1. The next CSP design should be based on a set of interconnected and coherent strategic outcomes that foster links between food systems and social protection in order to improve the food and nutrition security and resilience of the most disadvantaged population groups and promote opportunities and benefits for women in food systems.</p>	County office (regional bureau)	Agreed				
<p>1.1 Analyse WFP's current portfolio from the perspectives of food systems, social protection, gender equality and disability and social inclusion, and CCS and elaborate a theory of change that prioritizes intervention pathways that are internally complementary and includes explicit synergy pathways across areas.</p> <p>(April 2023)</p>	Country office (regional bureau)	Agreed	During the development of the CSP for 2024–2028, conduct an extensive workshop on the theory of change, which should cover each of the activities planned under the CSP, including all of their cross-cutting and thematic elements such as food systems, gender equality and disability and social inclusion, social protection and CCS.	Country office (regional bureau)	November 2022	Completed

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			To guide the implementation of activities under the CSP for 2024-2028, undertake an analysis of the best practices identified from the implementation of the CSP for 2019-2023 and the opportunities for increasingly integrating gender equality and disability and social inclusion as components of programmes under the new CSP.	Country office	May 2022	Completed
1.2 Develop a partnership action plan that lays out how new and existing synergies are deepened, prioritized and promoted with other United Nations entities, the Government and other national and development partners in food systems and in response to multidimensional poverty, climate change and social protection. (End of third quarter 2023)	Country office (regional bureau)	Agreed	Develop a partnership action plan through collaboration involving the programme, management and cross-functional units (including those concerned with gender equality and disability and social inclusion), the regional bureau and headquarters. In accordance with a recommendation from the 2022 <i>Internal Audit of WFP Operations in Nepal</i> , the partnership action plan has been reviewed and endorsed by the resource management committee and submitted to the Executive Board as background material for the presentation of the CSP for 2024–2028.	Country office (regional bureau, headquarters partnerships function)	June 2023	Completed

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Priority: High Deadline: End of second quarter 2024 2. Design an evidence-based CCS strategy that addresses policy and regulatory frameworks and the institutional capacities to plan and deliver sustainable programmes aligned with national strategies and priorities.	Country office (regional bureau)	Agreed				
2.1 Building on existing assessments, conduct comprehensive capacity needs assessments of key partner national institutions. (End of first quarter 2024)	Country office (regional bureau)	Agreed	Conduct a comprehensive assessment of key national partners' capacity strengthening needs in areas related to WFP interventions.	Country office (regional bureau, headquarters country capacity strengthening unit)	End of first quarter 2024	Not started
2.2 Based on the assessments, elaborate a set of needs based, targeted CCS interventions. (End of second quarter 2024)	Country office (regional bureau)	Agreed	Develop a CCS strategy for the CSP for 2024–2028 based on the findings of the comprehensive capacity needs assessment and in coordination with the Government.	Country office (regional bureau, headquarters country capacity strengthening unit)	End of second quarter 2024	Not started

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<p>Priority: High Deadline: End of second quarter 2024</p> <p>3. Support the Government in designing nutrition-specific and nutrition and gender-sensitive programmes aiming at the prevention of stunting and micronutrient deficiencies, drawing on lessons learned from existing interventions</p>	Country office (regional bureau)	Agreed				
<p>3.1 Support the review of existing nutrition-specific and nutrition-sensitive programmes in order to help the Government develop an evidence-based, nutrition sensitive social protection programme. (End of second quarter 2024)</p>	Country office (regional bureau)	Agreed	Working with the Government, review the mother-and-child health and nutrition programme from the perspective of the lessons learned from the current intervention, and support the Government in revising the programme if required.	Country office	End of second quarter 2024	Ongoing
			Support the Government in initiating a review of existing school feeding modalities under the national school feeding programme and designing and testing context-specific and cost-effective modalities.	Country office	End of second quarter 2024	Ongoing

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3.2 Increase or continue advocacy and partnerships to promote the national food fortification agenda and foster interventions that increase the production and availability of micronutrient-rich local foods. (End of second quarter 2024)	Country office (regional bureau)	Agreed	Support the Government in developing and endorsing national standards for the production of fortified rice.	Country office	July 2023	Completed
			Work with the Government on building national capacity to produce and supply fortified rice.	Country office (regional bureau)	End of second quarter 2024	Ongoing
			Work with the private sector on building the capacity to produce and supply fortified rice. Support the Government in increasing the demand for fortified rice among the public.	Country office (regional bureau) Country office (regional bureau)	End of second quarter 2024 End of second quarter 2024	Not yet started Not yet started
Priority: High Deadline: End of second quarter 2024 4. Continue the hand-over of WFP-supported schools to the national school feeding programme while developing a strategy for supporting the national programme in terms of policy, context-adapted transfer modalities and the management capacity of all engaged actors.	Country office (regional bureau)	Agreed				

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4.1 Develop a five-year road map specifying the respective responsibilities of WFP and its development partners and the implementation timeline for the short-and medium-term interventions agreed to by the Government and WFP. (End of first quarter 2024)	Country office (regional bureau)	Agreed	Work with other stakeholders to support the Government in the development of a school education sector plan for 2022–2031 that provides a road map to guide the strengthening of primary and secondary school education in Nepal and includes the national school feeding programme and agreed interventions for the short and medium terms.	Country office	End of second quarter 2022	Completed (2022)
			As part of the development of a proposal for the McGovern-Dole Food for Education Program for the cycle starting in the 2023 financial year, develop a road map that covers a five-year period and outlines the roles and responsibilities of WFP and the Government in the handover to the Government of schools in districts where WFP directly implements the school feeding programme; the support that WFP will provide to enhance the Government's capacity to manage the programme; and the piloting of various modalities (e.g., cash, in-kind and centralized kitchens) adapted to local settings.	Country office	Second quarter 2023	Completed

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4.2 Expand advocacy efforts to generate support for the national school feeding programme from relevant government sectors, private sector representatives, development partners and donors. (End of second quarter 2024)	Country office (regional bureau)	Agreed	Continue to advocate with the Government at the federal level (including through the development process for the sixteenth national plan) with a view to increasing the budget allocated to the national school feeding programme in terms of both the amount allocated for each day of the programme and the age group included in the programme.	Country office	End of second quarter 2024	Ongoing
			Use the media and other communications channels for advocacy on the importance of school meals and the need to increase the budget allocation to the school feeding programme.	Country office	End of second quarter 2024	Ongoing
			Through international fora, including the United Nations Food Systems Summit +2 and the United Nations General Assembly, highlight the Government's commitment to the national school feeding programme and generate additional support, both internally within the Government and with other stakeholders.	Country office	End of second quarter 2024	Ongoing

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			Work with provincial and local governments with a view to increasing funding commitments for school feeding and developing relevant policies and guidelines.	Country office	End of second quarter 2024	Ongoing
<p>Priority: Medium Deadline: End of 2023</p> <p>5. Deepen WFP’s climate change and resilience building support for targeted climate-vulnerable locations and population groups by integrating CCS for national and subnational-level government, advocacy and direct support for the most vulnerable people and communities.</p> <p>WFP should review its approach to CCS with a view to providing better support to local governments for deeper resilience interventions while working with national and provincial governments and donor partners to explore avenues for resilience building initiatives at scale.</p>	Country office (country office, donors)	Agreed				

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5.1 Support local governments' efforts to analyse, plan, design and implement integrated, inclusive and comprehensive resilience interventions that address a commensurate range of risks and vulnerabilities and promote the empowerment of women and other vulnerable population groups at the municipality level. (End of third quarter 2023)	Country office (country office, donors, Government)	Partially agreed – management agrees with the recommended action but believes that the timeline is too short.	Provide technical assistance to support local governments in building the capacity and systems required to deliver inclusive climate-resilient, “green recovery” and local infrastructure as part of the local infrastructure support programme and other relevant projects. As the new CSP is designed to shift the focus of WFP’s work from the direct implementation of programmes to the provision of technical assistance and capacity strengthening support, the provision of the support described in the sub-recommendation will be the main thrust of the resilience building activities under the CSP for 2024–2028 and will therefore not be completed during the CSP design process.	Country office	End of second quarter 2024	Ongoing
			Support local governments in developing action plans that guide their approach to climate change adaptation and response at the local level.	Country office	End of second quarter 2024	Ongoing

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5.2 Based on lessons learned, WFP should work closely with national institutions to adapt and scale up integrated packages of climate change adaptation and resilience building interventions targeting climate vulnerable locations and population groups, incorporating a watershed or natural boundary approach where appropriate. (End of 2024)	Country office (country office, donors, government)	Agreed	Work with relevant government bodies, including the ministries responsible for agriculture and livestock development, finance, and forests and the environment, on the design of projects based on the implementation of integrated packages of climate change adaptation and resilience building interventions that will be submitted to donors (the Korea International Cooperation Agency and the Adaptation Fund)	Country office (regional bureau)	End of 2024	Ongoing
			Provide local governments with technical assistance that builds their capacity to implement relevant interventions based on lessons learned from previous projects, including the local infrastructure support pilot programme and the “adapting to climate-induced threats to food production and food security project in Karnali region” project.	Country office	End of second quarter 2024	Ongoing

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Priority: Medium Deadline: End of first quarter 2024 6. Support the enhancement of the Government's analytical capacities for optimal evidence-based policy formulation and operational response.	Country office (country office, donors)	Agreed				
6.1 Identify and systematize lessons generated from the implementation of food security monitoring activities and other innovative evidence-building methods tested during CSP implementation. (End of 2023)	Country office (country office, donors)	Agreed	In coordination with the Government, identify lessons learned from the implementation of the national food security monitoring system and other evidence-building activities.	Country office	End of 2023	Ongoing

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6.2 Based on the lessons learned and best practices identified, determine WFP's framework of support for enhancing the Government's analytical capacities for evidence-based policy formulation and operational response. (End of first quarter 2024)	Country office (country office, donors)	Agreed	During the theory of change exercise for the development of the CSP for 2024–2028 (referred to under sub recommendation 1.1), develop an internal understanding of WFP's value proposition in relation to evidence generation and monitoring, particularly in support of the Government.	Country office (regional bureau)	November 2022	Completed
			Based on lessons learned, including through the implementation of action 1.1, develop a research and monitoring strategy that guides the implementation of the CSP for 2024–2028, supports the Government's capacity to develop evidence-based policy and enables the country office to garner donor support for evidence generation and food security monitoring activities.	Country office (regional bureau)	End of first quarter 2024	Not started
			Produce a concept note based on the lessons learned from previous monitoring and evidence activities and outlining a potential framework for supporting fundraising.	Country office	End of first quarter 2024	Ongoing