

OPERATION EVALUATION

Haiti, Development Project, 200150, Support for the
National School Meals Programme: An evaluation of
WFP's Operation (2012-2014)

Management Response

[January, 2015]



World Food Programme

Management response cleared by:

Country Director: Darlene Tymo/ 14/01/2015

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
Recommendation 1: Intensifier le soutien au Gouvernement dans l'élaboration d'une politique nationale d'alimentation scolaire afin d'harmoniser les interventions soutenues par différents opérateurs ; et intensifier le plaidoyer en faveur de l'adoption de cette politique	Accepted: The CO already has the funding to support the development of a National School Feeding and Nutrition policy and has initiated the process with the Ministry of Education.	<i>Action towards recommendation 1.a.:</i> CO has presented the recommended approach for developing the Policy and it was approved by the Minister of Education in December 2014. The Ministry will confirm the focal point to initiate the process. Consultant to be hired and policy to be finalized by June 2015.	Programme	Dec. 2015	N
		<i>Action towards recommendation 1.b.:</i> Apart from the MOU signed with the MoE in December 2012, CO is drafting a letter of understanding with the MoE that will clearly state the obligations of PNCS and MoE. This collaboration with MoE will go beyond work with PNCS, to include collaboration with the M&E unit of the MoE (to collect data on retention, enrolment, drop-out rates, etc.)	Programme, M&E	Jun. 2015	N

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		<p><i>Action towards recommendation 1.c.:</i> The CO started work on a school feeding guide for its collaboration with the government and NGO partners in order to determine roles and responsibilities of all stakeholders, and levels of responsibility for monitoring and evaluation and control mechanisms.</p>	Programme	Jul. 2015	N
		<p><i>Action towards recommendation 1.d.:</i> CO will work with PNCS and its main SF partners to ensure that clear SOPs and guidance are drafted following the completion of the national policy.</p>	Programme with all concerned units	Dec. 2015	Y
Recommendation 2: Maintenir le ciblage établi lors de la conception du projet pour la durée du projet afin de permettre l'atteinte des objectifs de développement	Accepted	<p><i>Action towards recommendation 2.a.:</i> In line with the development of the national policy, clear guidelines will be developed on targeting with clear criteria. Most of current schools will be maintained for the new DEV.</p>	Programme	Jun. 2015	N

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		<i>Action towards recommendation 2.b.:</i> Multi-year food security data and trends will be incorporated in the DEV being developed to refine targeting. WFP is supporting CNSA to conduct an IPC chronic analysis which should orient school feeding activities for the next 3 to 5 years.	VAM	Dec.2015	Y
		<i>Action towards recommendation 2.c.:</i> WFP continues to work with pre- and primary schools as agreed with PNCS. CPs capacities will be reinforced to raise awareness regarding the sharing of food rations. Training of school staff including this component took place between September and December.	Programme, SOs	Dec. 2015	N

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		<i>Action towards recommendation 2.d.:</i> - in order to ensure continuity in the majority of the same schools and to follow PNCS indications - the focus will continue to be on public schools, with increased advocacy that other partners cover the vulnerable private schools.	Programme	Jun. 2015	N
Recommendation 3: Œuvrer pour développer les partenariats et les complémentarités dans le but de renforcer les effets - en termes d'éducation et de nutrition - et la pérennité de l'alimentation scolaire	Accepted	<i>Action towards recommendation 3.a.:</i> Synergies between PPRO 200168 and the current DEV will be improved, notably with FFA activities and for local purchases.	Programme	Jun. 2015	Y
		<i>Action towards recommendation 3.b.:</i> WFP will be working with partners such as Fuego de Sol on a strategy regarding fuel efficient stoves, based the pilot that took place in 2013-2014 and the new pilot to be implemented in 2014-2015. Coverage should be increased under the new DEV.	Programme, SO, M&E	Jun. 2015	N

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		<p><i>Action towards recommendation 3.c.:</i> A WB-sponsored visit to CoE is taking staff from the ministry of agriculture to Brazil. WFP proposed a larger team to include school feeding participants from PNCS and MoE. This will be an opportunity for the government to build a synergy around the school feeding.</p> <p>Discussions with CPs implementing agriculture programs will be explored (World Vision, Caritas, BND...).</p> <p>Partnership with the MoA will be reinforced, notably with the local purchase unit.</p> <p>Partnerships with UNICEF, WHO, FAO, NBNM and UNESCO will be formalized.</p>	Programme	Dec. 2015	Y
		<p><i>Action towards recommendation 3.d.:</i> WFP will reinforce its partnership with PNCS and partners to assess the quality and involvement of communities and schools. Assessment was initiated in 2013-2014 and should be continued this</p>	Programme	Dec. 2015	Y

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		year.			
Recommendation 4: Fournir un repas journalier nutritif répondant aux besoins différents des élèves selon leur âge, en utilisant autant que possible des produits locaux	Partially accepted. Having two different rations might not be the most feasible, given that the same commodities are being used, and when some younger children eat a lot while other bigger children eat lesser portions. The ration size is already not a big one and with most children in Haiti not having access to up to two meals per day, the hot lunch at school is sometimes the only sure meal, which they look forward to giving them the strength to walk long stretches back home in some cases.	<i>Action towards recommendation 4.a.: (this is the recommendations partially accepted).</i> It seems that this will be difficult to implement. Meanwhile WFP and the MoH drafted a nutrition handbook for use by kitchen staff, which awaits validation. Recommendations could be inserted to this effect	Programme	Jul. 2015	N
		<i>Action towards recommendation 4.b.:</i> Discussions with MoH will take place to prepare the gradual re-introduction of MNPs in the ration.	Programme	Jun. 2016	N

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		<i>Action towards recommendation 4.c.:</i> WFP plans to locally purchase up to 20% of rice between 2014 and 2015, using the MOU with MoA to enhance the capacity of farmers' cooperatives to produce in sufficient quantities. The possibility to purchase locally new commodities (such as beans and lentils) will be explored.	Procurement, Programme	Dec. 2015	Y
		The cost of school feeding study will be finalized end of the second quarter of 2015.	Programme	Dec. 2015	N
		A study on the potential impacts of the institutional purchase of rice will be undertaken.	VAM, Procurement	Dec. 2015	Y
		<i>Action towards recommendation 4.d.:</i> Assessment of the pilot project in Nippes will be done and used to draw lessons.	Programme, M&E	Mar. 2016	N
Recommendation 5: Poursuivre l'examen des procédures existantes et les formaliser afin d'optimiser la mise en œuvre ainsi que le suivi et	Accepted	<i>Action towards recommendation 5.a.:</i> WFP is drafting a school feeding guide to be developed will clear roles and responsibilities.	Programme, M&E	Jul. 2015	N

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l'évaluation		<p><i>Action towards recommendation 5.b.:</i> Since November 2014, the CO began supplying two months stocks to schools.</p> <p>Controls at school levels to ensure proper food management will be reinforced.</p> <p>Internal controls for invoice reception and payments will be improved with SOs.</p>	Logistics, Programme, Sos	Nov. 2014	N
		<p><i>Action towards recommendation 5.c.:</i> a baseline survey will be planned for June 2015 latest to assess the impact of school feeding on education indicators, and follow-up outcome data will be collected the years after</p>	Programme, M&E	Jun. 2015	Y
		<p><i>Action towards recommendation 5.d.:</i> Monthly distribution and utilization by cooks will be monitored. As it will be complicated for WFP to measure anemia prevalence, discussions are ongoing with UNICEF to co-fund a SMART survey. Inclusion of school children</p>	Programme	Jun. 2015	Y

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		could be considered. Other surveys to be undertaken by WHO could also provide nutrition-linked information related to school children.			
		<i>Action towards recommendation 5.e.:</i> The CO will review the level of human resource in the SF unit so that it matches the volume of work, including requests for 2 JPOs (for SF and Nippes pilot). SF unit and focal points will be clearly identified and report (on technical level) to head of school feeding.	Management, Programme, HR	Sep. 2015	Y
		<i>Action towards recommendation 5.f.:</i> WFP is drafting a MoU with the MoE which will include the provision for the development of a DPAP.	Programme	Jun. 2015	N
Recommendation 6: Inclure dans le prochain document de projet les lignes d'une stratégie de transition vers un programme national autofinancé, avec des objectifs opérationnels pour la durée du projet	Accepted. To be noted that the Government estimates that a fully funded school feeding program is a goal for 2030.	<i>Action towards recommendation 6.a.:</i> CO to reflect the transition strategy towards a fully-funded school feeding program for 2030 in new DEV document. Transition strategy will be prepared with	Programme	Dec. 2015	N

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