

OPERATION EVALUATION

Tunisia, DEV 2000493, Capacity Development in the Framework of
the School Feeding Programme: An evaluation of WFP's Operation
(2012-2014)

[July, 2015]



World Food Programme

Management response cleared by:

Head of Office: Maria Lukyanova 9 July 2014

Section 2: Detailed responses to evaluation recommendations

Evaluation Recommendations	Management Accepted, partially accepted or not accepted	Management - Action to be taken			
		Detailed Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1:</p> <p>Following the same approach than the steering committee for the project DEV 200493 (SC1), support the Ministry of Education in the establishment of a steering committee (SC2), which will be responsible for coordinating and monitoring the implementation of the overall strategy. This committee should also include membership to Ministries of Finance & Development.</p>	<p>Accepted - The final decision regarding SC2 creation and membership will be GoT's.</p>	<p>WFP will advocate for and when invited participate in regular government meetings to define and follow up on SC2's creation.</p> <p>WFP will recommend the inclusion of the Ministries of Finance and Development in talks and in the plan of action to be submitted to the government.</p> <p>WFP will support the GoT in the development of the SC2's roles and responsibilities / ToRs, in line with the national school feeding strategy and the evaluation recommendations; and conduct relevant training for the SC2's implementation.</p>	<p>Programme</p> <p>Programme</p> <p>Programme</p>	<p>August 2015 – September 2016</p> <p>(Aim: SC2 formalized before 2016/2017 school year)</p>	<p>No</p>
<p>Recommendation 2:</p> <p>Support SC 2 in the development of a detailed plan of action of the strategy, which includes a budget, coordination responsibilities and procedures and clear monitoring and distinguishes phases (improved regulatory framework for</p>	<p>Accepted</p>	<p>WFP will submit a draft of the detailed action plan to the GoT.</p> <p>WFP will work closely with GoT to incorporate feedback and propositions to the action plan.</p>	<p>Programme</p> <p>Programme</p>	<p>July 2015</p> <p>August-October 2015</p>	<p>No</p>

Evaluation Recommendations	Management Accepted, partially accepted or not accepted	Management - Action to be taken			
		Detailed Action	Responsible CO unit	Timeframe	Further funding require d (Y or N)
measures and the development of various tools, pilot projects, scaling up) and the corresponding actions to be taken in the short, medium and long term.		WFP will conduct a workshop with steering committee members to validate the plan of action.	Programme	November 2015	
<p>Recommendation 3:</p> <p>Promote the establishment of multi-sectorial and multi-stakeholders technical committees in the eight focus regions for the implementation of the strategy, in order to transfer at regional level a multi-sectorial and inclusive approach already implemented at national level. The private sector and civil society that are active in the selected regions could be associated to these technical committees.</p>	Accepted – Outcomes will depend on GoT taking ownership of this recommendation, at regional and central level.	<p>WFP will promote the establishment of regional committees, in line with the submitted draft action plan.</p> <p>WFP will support the GoT in the development of the regional committees' roles and responsibilities / ToRs, in line with the national school feeding strategy and the evaluation recommendations; and conduct relevant training. The final decision lies with the government.</p> <p>Regional committees will be established in the two focus regions for phase 1 of the national school feeding strategy operationalization.</p>	WFP (Programme) in collaboration with GoT	<p>August 2015 – September 2016</p> <p>(Aim: regional SCs established before 2016/2017 school year)</p> <p>March 2016</p>	No
<p>Recommendation 4:</p> <p>Conduct a detailed analysis of funding mechanisms and delays of disbursement of funding to schools for the implementation of</p>	Accepted	To perform an in-depth analysis of the funding mechanisms identified in the diagnostic, the Country Office will conduct a workshop with relevant financial, legal and technical Ministry staff in order to clarify the budgetary process	Programme	December 2015	No

Evaluation Recommendations	Management Accepted, partially accepted or not accepted	Management - Action to be taken			
		Detailed Action	Responsible CO unit	Timeframe	Further funding require d (Y or N)
canteens, to identify improved or alternative mechanisms.		and brainstorm on improved / alternative mechanisms.			
Recommendation 5: Conduct a detailed analysis of the capacities and constraints of local women producers in order to supply school canteens reliably and cost efficiently, and develop an approach that will support the development of supply chain based on local production.	Accepted	A feasibility study will be done in this regard, around pilot schools in the identified focus regions, through local partners and in collaboration with SIFI. One of its outputs will be to develop recommendations for an approach that supports the development of a supply chain model based on local production. Develop a national scale school feeding supply chain model based on local small holder farmer production.	Programme Programme	March 2016 September 2016	No
Recommendation 6: Develop a partnership strategy for the implementation of the next phase of the project, to identify civil society partners who are active in focus regions of the implementation of the next phase of the project.	Accepted	A mapping exercise is underway by WFP and GoT to identify NGOs that will be involved in the next stage of the project. Finalize partnership strategy.	Programme Programme	December 2015 March 2016	No
Recommendation 7: Implement a participatory approach at the local level to promote the participation of parents and communities in the	Accepted	A detailed analysis of the capabilities and constraints of the different stakeholders to participate in school management (school staff,	WFP and partners in collaboration with GoT	October - December 2015	No

Evaluation Recommendations	Management Accepted, partially accepted or not accepted	Management - Action to be taken			
		Detailed Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
management of school canteens, which includes a diagnosis of the management of canteens and participatory planning as well as identifying the roles and contributions of each actor, in particular the school management, parents and communities.		<p>parents, communities and smallholder farmers) is being carried out.</p> <p>Contribution to a regulatory framework defining the roles and responsibilities of the community's intervention to be promulgated.</p> <p>Community participation is included in an approach to the development of supply based local agricultural production,</p> <p>Agricultural Development Groups (ADGs) are created around schools and school gardens.</p>		<p>January – June 2016</p> <p>January – June 2016</p> <p>October 2016</p>	
<p>Recommendation 8:</p> <p>Reinforce the objective of promoting the participation of women in the management of school canteens, through the strengthening of the roles of parents in the management of canteens, and the review of the functioning of AADEP.</p>	Accepted	<p>WFP will include gender target indicators in the action plan.</p> <p>WFP will advocate for a stronger community participation in particular of women, in the framework of a GoT-led review of the functioning of the AADEP.</p>	<p>Programme</p> <p>Programme</p>	<p>December 2015</p> <p>2015- 2018, tied to GoT decision.</p>	No
<p>Recommendation 9:</p> <p>Improve the monitoring and evaluation system of the project to measure results</p>	Accepted	A monitoring and evaluation protocol will be introduced with the launching of the pilot projects.	Programme	September 2015	No

Evaluation Recommendations	Management Accepted, partially accepted or not accepted	Management - Action to be taken			
		Detailed Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
generated by the activities offered in 50 focus schools. Identify and measure factors of success or failure of the pilot projects to be able to draw reliable conclusions about the appropriateness of replicating this approach at a larger scale.		Output and outcome indicators will be included in the action plan and measured regularly in agreement with MoE. Factors of success or failure of pilot experiences will be identified to inform decisions on scale replication.	Programme Programme	December 2015 June 2016 and on a yearly basis at the end of each school year	