

OPERATION EVALUATION

[Kyrgyz Republic, Development project, 200176, Optimizing National School Feeding Programme: An evaluation of WFP's Operation (2013-2017)]

Management Response

[September, 2016]



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World Food Programme

Management response cleared by:

Country Director: Ram Saravanamuttu/ 2nd September 2016

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)
<p>Recommendation 1: During the development of the forthcoming Country Programme for 2018 and before the end of the current project cycle in 2017, the CO should reframe the new school feeding programme as a social protection and safety nets programme with multiple outcomes or benefits, which should provide strategic links with other social protection and safety nets projects such as the PSNP.</p>	Accepted	<p>The WFP Country Office will conduct a scoping study as an input to an informed and evidence-based design of a new Country Strategy Plan (CSP) with the focus on the school meals programme as a social protection and safety nets programme with multiple outcomes and benefits.</p> <p>The study will provide recommendations on the strategic links between school meals and WFP's productive safety nets (currently implemented as part of DEV 200662), as well as linkages to other social protection and safety nets activities.</p> <p>The indicated timeframe refers to incorporation of the scoping study findings into the draft CSP, as well as finalization of the CSP through the internal approval processes (including review by the Executive Board as required).</p>	CO SMP Unit CO VAM/M&E Unit CO Partnership and Policy Officers	01/09/2017	N
<p>Recommendation 2: The CO and the SMP's Inter-Ministerial Working Committee, with support from the WFP RB as necessary, should collectively develop a National Capacity Development Plan. This would build on the achievements realized to date through the collaborative capacity assessment exercises, and should identify the primary intended outcomes of the capacity development and technical assistance component of the work, including indicators for determining success, and outlines of sustainability measures. Timeframe: prior to the end of the project cycle in 2017.</p>	Accepted	<p>The WFP Country Office will finalize a CO Capacity Development Plan, which would cover the activities undertaken under all CO projects, including DEV 200176 and Dev 200662.</p> <p>With regard to Dev 200176, the WFP Country Office is supporting a National Comprehensive Assessment of the school meals programme which includes a capacity gap analysis. The assessment, together with a System Approach to Better Education Results (SABER) exercise¹, will feed into the formulation of a National School Meals Implementation Strategy (NIS), which includes a National Capacity Development Plan as one of its key components. Multi-sectorial participation, including the project's Inter-ministerial Working Committee, line ministries and other key national stakeholders, is planned for the formulation of the NIS.</p> <p>The indicated timeframe refers to the presentation of the NIS to the Government of the Kyrgyz Republic.</p>	CO SMP Unit CO Policy Officer	01/09/2017	Y ²
<p>Recommendation 3: The CO, with the RB, should collaborate to disseminate the lessons learned from the expansive monitoring framework put in place for the SMP pilot. Timeframe: by the end of 2016.</p>	Accepted	<p>The WFP Country Office will continue the dissemination of materials (related to best practices and expansive monitoring framework) to the RB and HQ M&E</p>	CO SMP Unit	31/12/2017	N

¹ SABER exercise was conducted in the Kyrgyz Republic in July 2015.

² DEV 200176 is funded at 78% with the project pipeline indicates the project s

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		<p>units, including through sharing of practices among CIS countries, participation in Regional M&E workshops and other events as agreed with RB:</p> <ol style="list-style-type: none"> 1. Translation of the M&E tools from Russian to English and sharing it with WFP M&E networks (needs deadline) 2. Production of a 2-pager lessons learned document about monitoring school feeding in Kyrgyz (needs deadline) 3. Dissemination of lessons learned document 4. Participation in regional and global workshops <p>RBC has initiated a CIS social protection and safety nets study, which would be one of the platforms to disseminate the lessons learned.</p>	CO VAM/M&E Unit RB Programme and M&E units		
<p>Recommendation 4: The RB should seek to promote increased horizontal mutual exchanges and learning, specifically among the five country school feeding programmes supported by the Russian Federation and the Social and Industrial Food Services Institute, to enhance and identify best practices for programming effectiveness and for scaling up to national coverage. Timeframe: to be developed by the end of 2016 in order to implement exchanges before end of the project cycle in 2017.</p>	Accepted	<p>The WFP Country Office will actively participate in the RB-led coordination meetings related to the school meals projects implemented jointly with SIFI with the financial support from the Russian Federation.</p> <p>The WFP Country Office will promote increased horizontal exchanges and learning through the sharing the best practices during the September 2016 Global Child Nutrition8 Forum and other fora.</p> <p>RBC shall encourage inter-country exchange visits for mutual learning and sharing.</p>	CO SMP Unit RB Programme Unit	31/12/2017	Y
<p>Recommendation 5: The CO should continue its efforts to promote increased partnerships with other sister United Nations agencies to improve strategic connections with potential non-education partners. Timeframe: during current project cycle and begun immediately.</p>	Accepted	<p>The WFP Country Office will continue its efforts to promote increased partnership by exploring and implementing project synergies (subject to available funding) with:</p> <ol style="list-style-type: none"> a) UNICEF on WASH related activities; b) WHO on healthy schools strategy design; c) UNDP on school infrastructure improvements; d) FAO on links between school meals and local agricultural production 	CO SMP Unit CO Partnership Officer	31/12/2017	Y
<p>Recommendation 6: The optimized SMP project in the Kyrgyz Republic should be one of the programmes to test the new indicators from the new School Feeding Monitoring Framework being developed to measure contributions to safety nets and social protection. Timeframe: during the remainder of the optimized SMP project, and feeding into the next phase.</p>	Accepted	<p>In addition to the new School Meals Monitoring Framework, the results of the scoping study (Recommendation 1) will provide additional inputs to country and project specific indicators, the testing of which would start (depending on the methodology of the indicator) as of 2nd quarter of 2017.</p>	CO SMP Unit CO VAM/M&E unit	31/12/2017	Y

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<p>Recommendation 7: The CO, in extensive collaboration with the relevant cooperating ministries, should seek to establish a Programme Management Unit (PMU) for project oversight. The PMU should have an assigned budget for management and monitoring tasks currently carried out by WFP and cooperating partners. Timeframe: as soon as possible, and certainly prior to the end of the project cycle in 2017.</p>	Accepted	<p>The WFP Country Office will continue to lobby for the establishment of a School Meals Unit under the Ministry of Education and Science, including during formulation of the budget of the National Implementation Strategy (NIS) with a view to the creation of a PMU by the end of 2017.</p> <p>However, this will require that a number of constraints be overcome, including the existing Government moratorium on hiring of additional staff and Government budget limitations.</p> <p>In order to address this recommendation and overcome the existing bottlenecks:</p> <ol style="list-style-type: none"> 1. CO will prepare a concept note for the Government outlining the benefits of creating a School meals PMU (including justification, budget and TORs). 2. CO will present the concept note to key decision makers including MoES and Government Apparatus. 	CO SMP Unit	31/12/2017	Y
<p>Recommendation 8: The CO, in collaboration with the Ministry of Education and Science and Ministry of Health, should seek to promote enhanced inter-sectoral coordination through the establishment of district level Inter-Ministerial Working Committees (IWCs), building on the successes of the central level IWC. Timeframe: prior to the end of the project cycle in 2017.</p>	Accepted	<p>The WFP Country Office will seek to formalize³ the structure of existing district level inter-sectoral committees (representing district authorities, education and health district representation offices), that are working on an informal basis as focal points for school meals implementation.</p>	CO SMP Unit	31/12/2017	N
<p>Recommendation 9: The CO should prioritize research of the independent replication schools during this project's life to identify best practices, understand modality adjustments being taken by the schools, and to track which of the cascading multi-dimensional benefits are still being captured in independent replications. Timeframe: to be started immediately with the plan finalized by the end of 2016.</p>	Accepted	<p>The WFP Country Office will design a plan of activities to conduct research on cases where there has been an independent replication of WFP's model in non-pilot schools, which will focus on two key components as a means to identify best practices, understand modality adjustments, and track cascading multi-dimensional benefits.</p>	CO SMP Unit CO VAM/M&E unit	Plan – by 31/12/2016 Both components to be completed by 30/10/2017	Y

³ Formalization will be done in coordination with MoES through issuance of district level orders by heads of district administrations. The process will be facilitated by WFP SMP field staff at the field level.

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Recommendation 10: The CO should, in collaboration with the Inter-Ministerial Working Committee, develop a handover plan for the optimized school meal programme for inclusion in the next phase of the optimized SMP. Timeframe: plan should be finalized prior to end of project cycle in 2017.	Accepted	The WFP Country Office, jointly with IWC and key line ministries (MoES, MoH), will facilitate the development of a handover plan. The handover plan will build on the 2015 SABER exercise, the results of National Comprehensive Assessment of the school meals programme and the lessons learnt from process of design of the NIS. The plan will also take into account the results of the planned research described in the Recommendation 9.	CO SMP Unit CO Partnership and Policy Officers	31/12/2017	N