

## OPERATION EVALUATION

### Bhutan Development Project 200300 Improving Children's Access to Education: A midterm evaluation of WFP's Operation (2014-2018) **Management Response**

[July, 2016]



**World Food Programme**

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Management response cleared by:

Head of Office: Piet Vochten / 29 August 2016

## Detailed responses to evaluation recommendations

Evaluation Recommendations	Accepted, partially accepted or not accepted	Management - Action to be taken			
		Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p><b>Recommendation 1:</b></p> <p>Immediately undertake the study of the nutritional needs of schoolchildren in Bhutan and the nutritional composition of the current RGoB and WFP school meals, including the nutritional values of the most common fresh food supplements. This study should be completed in 2016. Use this study to inform decisions on RGoB food basket composition, and to develop guidance on school feeding menu and food preparation for inclusion in the RGoB school feeding operation manual.</p>	Accepted	<p>The CO accepts the recommendation and will:</p> <ul style="list-style-type: none"> <li>• Conduct a pre-study with support from the Regional Bureau Nutrition unit.</li> <li>• In collaboration with the Ministry of Health, review the nutritional composition of the food basket of the school feeding programme and conduct an assessment of the food consumption patterns of the school children in a few selected schools.</li> </ul>	Programme	<p>July 2016</p> <p>January 2017 2016</p>	N
<p><b>Recommendation 2:</b></p> <p>Immediately undertake the situational analysis to establish a stronger rationale and medium-term vision for school feeding in Bhutan: who should be fed and why? The analysis should be completed in 2016 and be positioned to inform a consolidated school feeding strategy in the draft NEP, which is currently undergoing revision.</p>	Accepted	<ul style="list-style-type: none"> <li>• The study of the situational analysis for school feeding has already started and an inception report was presented to the School Feeding Technical Committee on June 10, 2016.</li> <li>• The report of the study will feed into the discussions leading to the development of a common comprehensive vision on school feeding. This will be facilitated through the conduct of a national-level</li> </ul>	Programme	<p>July 2016 2016</p> <p>Q4 2016</p>	N

		<p>workshop to discuss the national school feeding programme. It is expected that this will lead to the drafting of a strategic document with a longer-term vision for the school feeding programme.</p> <ul style="list-style-type: none"> <li>This will among other issues address the question of who should be fed and why.</li> </ul>		2017-2018	
<p><b>Recommendation 3:</b> In the second half of 2016, implement staff changes in WFP Bhutan to strengthen effective implementation of handover. 1) Place the WFP Programme Assistants on secondment to SHND. 2) Recruit a senior staff member to support the WFP Country Manager to coordinate the multiple handover activities, manage internal and external technical assistance to the CO, and implement minimum standards in knowledge management and learning for this handover process. 3) Allocate specific external communication responsibilities with RGoB to the CO Programme Officer, with support from a RB WFP communications expert.</p>	Accepted	<ul style="list-style-type: none"> <li>The Country Office has initiated the recruitment of an international consultant with experience in similar work in other countries.</li> <li>The Country Office has reached an agreement to place two staff within the School Health and Nutrition Division of the MoE to strengthen the Division and develop their capacity on a day-to-day basis.</li> <li>The responsibilities of the national Programme Officer will be progressively reviewed according to the needs of the Country Office</li> </ul>	Head of Office and RBB	Q3 2016  Q3 2016	N (Current budget has been re-organized to accommodate the cost)
<p><b>Recommendation 4:</b> In the second half of 2016, prioritize the shift of secretariat function of the SFTC from WFP to the SHND, MoE. This should break from the current gradual shift to an immediate change in operating modality of the SFTC and SHND, with hands-on consolidation support by WFP for as long as necessary. The SFTC should play a leading role in</p>	Accepted	<ul style="list-style-type: none"> <li>The country office is increasingly engaging SHND to take the lead in organizing and coordinating the Technical Committee meetings and activities, including following up on agreed actions. As per the ToR for the technical committee, the Director General of the Department of School</li> </ul>	Programme	December 2017	N

<p>coordinating and prioritizing handover strategy activities. In the short-term, daily management of handover activities will remain a joint responsibility of SHND and WFP, with a gradual shift to SHND as the lead, with WFP coaching.</p>		<p>Education, MoE is the chair and the SHND the secretariat to the committee.</p> <ul style="list-style-type: none"> <li>• The Country Office fully agrees with this and will continue to encourage the SHND to take on this role, the success and timeliness of achieving this endeavour is wholly contingent upon the pro-activeness and readiness of SHND to assume the full mantle of responsibility of managing the secretariat. It is anticipated though that the secondment of WFP staff to SHND will help to facilitate this process.</li> </ul>		<p>December 2016</p>	
<p><b>Recommendation 5:</b> In the second half of 2016, consolidate the WFP roadmap into a practical SFTC handover strategy and action plan, co-funded by WFP. Prioritize the WFP annual workplan activities into a realistic SFTC 2016-2018 action plan to achieve the milestones in the handover. This strategy should describe a phased-out accompaniment and coaching role for WFP to SFTC up to 2018. A key operational change proposed is that WFP allocate co-funding to SFTC in the form of a menu of essential and optional activities from which SFTC can select priority handover actions for its own action plan.</p>	<p>Partially Accepted</p>	<ul style="list-style-type: none"> <li>• The Country Office agrees there could be benefits in having a clearly written up phase out strategy and related action plan (rather than “handover” which is WFP internal jargon). This will be developed and discussed with the SFTC, which will be asked to monitor its progress.</li> <li>• The capacity development activities in the annual workplan – and those linked to the yet to be developed – SFTC handover strategy are identified and discussed jointly with the SHND, an effort will be made to include the SFTC in this discussion. To the extent possibly co-funding from RGoB sources will be sought for. However in the absence of</li> </ul>	<p>SFTC assisted by the Programme Unit</p>	<p>December 2016  April 2017</p>	<p>N</p>

		such, only WFP funds will be used to avoid delaying the activities.			
<p><b>Recommendation 6:</b> In the first half of 2017, prepare an Information, Education and Communication strategy to ensure early awareness and preparedness at local level of handover purpose, planning and criteria for school selection. Include clear guidance for school administrators to engage parents, students and other local stakeholders. Include real case study examples that demonstrate local solutions for schools to address gaps in the handover strategy and RGoB school feeding programme.</p>	Accepted	<ul style="list-style-type: none"> <li>• A mission by the RBB Communications Officer visited Bhutan in May 2016 to help the CO generate ideas on how to develop a communication strategy.</li> <li>• The Country Office will develop a communication strategy with the SFTC to inform schools, parents and communities on the gradual phase out of WFP's support and on other related issues.</li> </ul>	Programme	July 2016  January 2017	
<p><b>Recommendation 7:</b> In the first half of 2017, prioritize the development and field validation of the RGoB school feeding operational manual describing type, frequency and expected quality of school feeding activities, outputs and technical approaches. State in the manual detailed descriptions of roles and responsibilities of stakeholders at all levels, including internal supply chain and outcome monitoring. The manual should clearly describe communication and decision-making processes among stakeholders.</p>	Partially accepted	<ul style="list-style-type: none"> <li>• The Country Office acknowledges the need for operational guidance. However such guidance needs to be based on a clear vision for the school feeding programme, therefore the development of a policy (strategic) document is prioritized, which in turn will allow the SFTC to develop more concrete guidance. WFP can assist with this process, but the leadership lays with the SFTC. In support though WFP will hire a consultant who will assist the government partners with the pulling together of their inputs into a collection of comprehensive documents.</li> </ul>	Programme	December 2017	

<p><b>Recommendation 8:</b> In the first half of 2017, re-assess the feasibility of satisfactory completion of DEV Objective 2 on capacity development by 2018, and develop do-no-harm options for the possible scenario that this objective cannot be met.</p>	<p>Accepted</p>	<ul style="list-style-type: none"> <li>The Country Office agrees and will do this together with RBB and the SFTC.</li> </ul>	<p>Programme</p>	<p>July 2017</p>	<p>Y</p>
<p><b>Recommendation 9:</b> In the second half of 2017, re-assess the commodity procurement system. Reviewing options for local purchases and linkages with local farm-to-school, agriculture productivity and market development programmes (FAO, IFAD, MoAF) to complement central procurement. Use assessment results to update government guidance on school feeding procurement and government cash transfers (stipends) to schools. ‘</p>	<p>Accepted</p>	<ul style="list-style-type: none"> <li>The Country Office has already reached out to one of its private sector partners – Kuehne Foundation – to assist with reassessing the commodity procurement approach. A mission visited Bhutan in May 2016. Based on the outcome of this mission, proposals have been for discussion with the SFTC to pilot these to identify logistical improvements of the supply chain.</li> <li>Work on formalizing an in principle agreement with IFAD agreed to work on piloting marketing linkages between schools and farmers for the perishable commodities.</li> </ul>	<p>Programme</p>	<p>December 2016  December 2017</p>	<p>N</p>