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Operational Matters

**For information**

Executive Board documents are available on WFP's website (<http://executiveboard.wfp.org>).

## Budget increase for Haiti development project 200150

### *Support for the National School Meals Programme*

Cost (United States dollars)			
	Current budget	Increase	Revised budget
Food and related costs	93,632,517	7,587,435	101,219,952
Cash-based transfers and related costs	883,033	416,250	1,299,283
Capacity development and augmentation	1,676,900	2,994,351	4,671,251
Total cost to WFP	126,110,519	14,299,949	140,410,468

Gender marker code 2A

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

## Decision

The Board approved by correspondence the budget increase of USD 14,299,949 for Haiti development project 200150 “Support for the National School Meals Programme” for a six-month extension of the programme from 31 December 2017 to 30 June 2018.

8 September 2017

### Focal points:

Mr M. Barreto  
Regional Director  
Latin America and the Caribbean  
email: miguel.barreto@wfp.org

Mr R. Tran Ba Huy  
Country Director  
email: ronald.tranbahuy@wfp.org

## Nature of the increase

1. This tenth revision of the budget for Haiti development project 200150, “Support for the National School Meals Programme”, seeks the project’s extension until a country strategic plan is developed and submitted to the Executive Board for approval in June 2018.
2. The budget revision is proposed to:
  - extend the project for six months, reaching 425,000 primary schoolchildren (210,000 boys and 215,000 girls) from January to June 2018;
  - emphasize the importance of nutrition by increasing children’s micronutrient intake and reinforcing nutrition-sensitive complementary activities along with health and dietary practices;
  - include new complementary activities to strengthen the programme’s educational outcomes and better align it with government literacy priorities;
  - increase the promotion of local production by purchasing locally grown food and expanding the scope of home-grown school feeding; and
  - increase institutional and policy support to the Government to continue to assist it in building its capacity to manage the school meals programme.
3. The revision requires increased:
  - food requirements of 6,709 mt, valued at USD 5 million with associated costs of USD 2.5 million;
  - cash-based transfers of USD 315,000, with associated costs of USD 101,000;
  - funding for capacity development and augmentation of USD 3 million;
  - direct support costs of USD 2.4 million; and
  - indirect support costs of USD 935,000.

## Justification for extension and budget increase

### Summary of existing project activities

4. This development project started in 2012 to support the Government’s vision for a sustainable nationally owned school meals programme by 2030 that relies primarily on local foods purchased from smallholder farmers. The operation supports government efforts to guarantee basic education for all Haitian children, ensuring that boys and girls equally benefit.<sup>1</sup> It aims to improve the food intake and diet of primary schoolchildren, reducing undernutrition and breaking the intergenerational cycle of hunger in line with Strategic Objective 4 of the WFP Strategic Plan (2014–2017). It also contributes to achieving zero hunger and the Sustainable Development Goals.
5. The Government’s Working Group on School Meals coordinates support for the national school meals programme, avoiding duplication of efforts. The Government sees school meals as a crucial investment in human capital that simultaneously improves access to education, health, nutritious food and local production while contributing to a reduction in extreme poverty and vulnerability. This vision is embodied in the National School Meals Policy and Strategy, which was developed with WFP’s support and approved by the Government in 2016.

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<sup>1</sup> According to the National School Census (2013–2014), Haiti’s education system serves more than 3.6 million students in over 15,000 public and private schools. Of all students, 49 percent are girls and 51 percent are boys. In the education sector, gender parity has been reached in primary education (Gender Parity Index 1.01) and the number of girls exceeds that of boys (with a ratio of 1.35) in secondary schools.

6. Activities in this development project include:
- provision of daily nutritious hot lunches for primary schoolchildren in nine of Haiti's ten departments in partnership with the Government and other actors to reduce chronic hunger and improve educational outcomes;
  - gradual introduction of micronutrient powders into school meals, along with nutritional studies, community sensitization and training of cooperating partners and staff from the education and health ministries (in which context WFP relies on cooperating partners for deworming activities);
  - provision of eating and cooking utensils to enable schools to prepare and serve meals under hygienic conditions and enhance communities' health practices, the training of school cooks in food preparation and storage and good health and nutrition practices, and the piloting of the use of natural gas stoves in school canteens to shorten food-preparation time and reduce environmental impact;
  - distribution of water-purification tablets and soap to schools to ensure that schoolchildren have access to potable water, sanitation and safe hygienic conditions. In addition, training materials and courses on clean water, sanitation and hygiene will be developed for cooperating partners and government staff;
  - enhancement of capacity within the Ministry of Education National School Meals Programme through training, field visits and monitoring and the provision of secretarial and financial support to the Working Group on School Meals, including with regard to coordination, communication and field visits;
  - development and roll-out of a school feeding operational manual, which will include the conduct of comparative studies of modalities for school meals in Haiti such as rations, diversification of the food basket and the development of snacks;
  - support for the school meals programme hotline, which provides a mechanism for feedback, encourages the equal participation of beneficiaries, school management committees, cooks, teachers, administrators and community members and serves as a monitoring mechanism through which school administrators are randomly contacted to confirm the delivery of commodities and non-food items and rate the adequacy of support from WFP's cooperating partners;
  - provision of educational supplies, Creole and French library kits and training materials and the training of administrators and teachers to improve literacy outcomes (including distribution, with a cooperating partner, of literacy textbooks and workbooks to first and second graders);
  - enhancement of capacity for increasing the proportion of local purchases in the national school meals programme, including through value-chain studies and supply-chain analysis, in line with the Government's aim to support local economies and agriculture, and the promotion of women's equal participation in relevant economic activities; and
  - support for the Ministry of Agriculture, Natural Resources and Rural Development with regard to field visits, product quality control and training for smallholder farmer organizations to link school meals with local markets and producers. These activities will strengthen the capacity of smallholder farmers and their organizations to aggregate and market diversified agricultural products, with a focus on reducing gender gaps in these areas.

## **Conclusion and recommendations from the reassessment**

7. WFP has followed the recommendations of the 2014 independent external evaluation of school feeding activities, noting significant progress in the areas of formal support to government structures, the appropriate targeting of schools; the review of agreements with implementing partners; the enhancement of complementary activities, especially with regard to nutrition, literacy, water, sanitation and hygiene; and the reinforcement of monitoring techniques and procedures.

8. In early 2016, the Government approved its first National School Meals Policy and Strategy. This led to renewed donor interest in Haiti's school meals programme and the development of a work plan to reach the 2030 target of a nationally owned school meals programme. As the largest implementer of this school meals programme, WFP will lead or support activities that strengthen the Government's capacity to manage and implement the policy and that inform decisions on school feeding models and approaches.
9. Through a complementary two-year trust fund, in October 2015 WFP launched a home-grown school feeding pilot project in Nippes Department. Thanks to its success and the Government's support, the number of students receiving nutritious and diversified seasonal menus, including cereals, pulses, fresh vegetables, tubers and milk, increased from 3,500 to approximately 7,000. This pilot project was aimed at scaling up the provision of fresh food to the school meals programme by local farmers, an approach that would be facilitated by the proposed budget revision.
10. WFP has also aligned this proposed revision with Haiti's United Nations Development Assistance Framework (2017–2021), which outlines Haiti's priorities as poverty reduction and employment; basic social services; gender equality and protection; resilience; and governance.

#### **Purpose of extension and budget increase**

11. The proposed budget revision seeks to extend the current project until a country strategic plan is developed and submitted for approval by the Executive Board in June 2018.
12. WFP will continue to provide assistance to the National School Meals Programme through in-kind and cash-based transfers.<sup>2</sup> There will be a focus on the procurement of domestically grown nutritious products; contributing to health and literacy outcomes; and limiting the environmental impact of cooking school meals. Monitoring and evaluation techniques and practices will also be reinforced.
13. A stronger capacity-building component will support implementation of the National School Meals Policy and Strategy, in particular by reinforcing governance of the programme at the central and local levels and supporting national institutions in seeking to strengthen organizational structures and management skills.
14. In the 2017/2018 school year, 425,000 primary schoolchildren will benefit from the programme. This represents a reduction of 13 percent of programme beneficiaries as a result of funding constraints.

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<sup>2</sup> In accordance with the "do-no-harm" principle, cash-based transfers are managed so that they do not expose women, girls or boys to the risk of gender-based violence.

Activity	Beneficiary category	Current			Decrease			Revised		
		Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
School meals	Children receiving school meals in primary schools	241 000	248 000	<b>489 000</b>	31 000	33 000	<b>64 000</b>	210 000	215 000	<b>425 000</b>
<b>Total</b>		<b>241 000</b>	<b>248 000</b>	<b>489 000</b>	<b>31 000</b>	<b>33 000</b>	<b>64 000</b>	<b>210 000</b>	<b>215 000</b>	<b>425 000</b>

15. Of the 425,000 beneficiaries, 410,000 will receive standard food baskets composed of cereal, pulses, oil and salt; 123,000 of those will be children who will also receive micronutrient powders. Approximately 15,000 schoolchildren will benefit from home-grown school feeding, receiving a standard oil and salt ration, and a cash-based transfer for food valued at USD 0.21 per child per day.

	Standard hot meal	Home-grown school feeding
	Revised	Revised
Cereals	120	-
Pulses	30	-
Oil	10	10
Salt	3	3
Micronutrient powders	0.4	-
<b>Total g/day</b>	<b>163.4</b>	<b>13</b>
Cash-based transfers (USD/person/day)	-	0.21
<b>Total kcal/day</b>	<b>585</b>	<b>585</b>
% kcal from protein	14.2	14.2
% kcal from fat	18.7	18.7
Number of feeding days from January to June	100	100

## Food requirements

16. Changes in food and cash requirements are shown in Table 3 below.

Activity	Food and cash-based transfers	Food requirements (mt) Cash/voucher (USD)		
		Current	Increase	Revised total
School meals	Food	89 930	6 709	96 639
School meals	Cash-based transfers	695 280	315 000	1 010 280

## ANNEX I-A

<b>BUDGET REVISION COST BREAKDOWN</b>			
	<b>Quantity (<i>mt</i>)</b>	<b>Value (<i>USD</i>)</b>	<b>Value (<i>USD</i>)</b>
<b>Food</b>			
Cereals	4 920	3 847 440	
Pulses	1 230	596 535	
Oil and fats	425	440 785	
Others	134	142 150	
<b>Total food</b>	<b>6 709</b>	<b>5 026 910</b>	
External transport			114 848
Landside transport, storage and handling			1 820 918
Other direct operational costs: food			624 759
<b>Food and related costs<sup>1</sup></b>			<b>7 587 435</b>
Cash-based transfers			315 000
Related costs			101 250
<b>Cash-based transfers and related costs</b>			<b>416 250</b>
<b>Capacity development and augmentation</b>			<b>2 994 351</b>
Direct operational costs			10 998 036
Direct support costs (see Annex I-B) <sup>2</sup>			2 366 402
<b>Total direct project costs</b>			<b>13 364 438</b>
Indirect support costs (7.0 percent) <sup>3</sup>			935 511
<b>Total WFP costs</b>			<b>14 299 949</b>

<sup>1</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>2</sup> Indicative figure for information purposes. The direct support cost allotment is reviewed annually.

<sup>3</sup> The indirect support cost rate may be amended by the Board during the project.

**ANNEX I-B**

<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>WFP staff and staff-related</b>	
Professional staff	507 996
General service staff	731 485
Danger pay and local allowances	23 251
<b>Subtotal</b>	<b>1 262 732</b>
<b>Recurring and other</b>	<b>511 070</b>
<b>Capital equipment</b>	<b>151 000</b>
<b>Security</b>	<b>168 000</b>
<b>Travel and transportation</b>	<b>273 600</b>
<b>Total direct support costs</b>	<b>2 366 402</b>