

# ANNUAL REPORT 2014

Photo: WFP/Carolina Montenegro



**Centre of Excellence  
against Hunger**



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# SUMMARY

PRESENTATION .....	9
POLICY DIALOGUE.....	13
The Gambia.....	14
Tunisia.....	14
Pakistan.....	14
Bolivia .....	15
Benin, Burundi and Togo .....	15
Cameroon, Laos and Zimbabwe .....	16
SUCCESS STORY - BANGLADESH.....	19
POLICY DEVELOPMENT.....	21
Senegal .....	22
Côte d’Ivoire .....	22
Cuba .....	23
Niger.....	23
Zambia .....	23
Pakistan.....	24
SUCCESS STORY - THE GAMBIA .....	27
INNOVATION AND DISSEMINATION .....	29
Partnerships .....	29
Bill & Melinda Gates Foundation .....	30
DFID .....	31
GCNF .....	32
Dissemination.....	33

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SUCCESS STORY - PAKISTAN .....	35
TIMELINE .....	36
THE CENTRE AROUND THE WORLD .....	38







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# 1

## PRESENTATION

The Centre of Excellence against Hunger consolidated itself as a technical assistance hub within the World Food Programme, due to its accumulated experience in capacity building in the areas of school feeding, food security and social protection. Through the South-South cooperation activities promoted by the Centre, we stand at the forefront of the implementation of the Zero Hunger Challenge.

The Brazilian example, which served as inspiration for the Zero Hunger Challenge launched by the UN Secretary-General, is now inspiring the countries supported by the Centre in their search for sustainable solutions to food insecurity. The year 2014 was remarkable for the Centre of Excellence against Hunger, which continued to inspire governments to meet various strategies for overcoming hunger and to develop sustainable solutions to achieve food security in their countries.

We conducted 11 study visits, facilitated the development of six action plans, supported the organization of three national seminars, and sent five consultants to work with national governments in promoting school feeding and social protection, as well as food and nutrition security programmes. Since the establishment of the Centre three years ago, we are involved with more than 70 countries, and 34 of them participated in study visits to Brazil.

The Centre, in line with the WFP commitment to expand purchases of food produced by family farmers, shares knowledge and encourages governments to develop their school feeding programmes to include the participation of the family farmers. It is a unique contribution from the Centre of Excellence to build lasting solutions to break the intergenerational cycle of hunger and poverty and to help countries to achieve food and nutrition security in a sustainable way.

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If on one hand we seek to promote good practices, on the other we choose not to offer ready-made solutions for the countries. Instead, we provide the expertise that the governments need to find their own solutions to fight hunger and poverty. We believe that it is necessary for the countries to take ownership of these solutions and call upon all society to participate in the establishment of programmes and projects.

In addition to the technical assistance to build governments' capacity, the Centre of Excellence against Hunger also made efforts in the dissemination of ideas, concepts and best practices for overcoming hunger. For the second time, the Centre co-organized the Global Child Nutrition Forum (GCNF), a key platform for the mobilization of people, institutions and governments involved in promoting school feeding as an essential strategy to achieve the Zero Hunger Challenge.

More than 250 people from 46 countries gathered in South Africa to discuss the role of nutrition as a key component of sustainable and effective school feeding programmes, linked to programmes aimed at strengthening local agriculture. This issue, by the way, had great prominence during the year, with many events dedicated to discuss the importance of nutrition to ensure food security.



PHOTO: WFP/ANDRÉ BRANCO

Because we are an institution driven by demand, we need to adapt to meet the needs of the governments committed to the development of school feeding programmes. Therefore, we expanded our research efforts and we are preparing cost-benefit analysis on local food procurement programmes, considered crucial to ensure the food security of family farmers and more sustainable food production systems.

The partnership with the Bill & Melinda Gates Foundation advanced and the studies on the two main Brazilian programmes for institutional purchases of family farming - the National School Feeding Programme and the Food Acquisition Programme - will be launched in 2015. The partnership with the DFID (UK Department for International Development) and the Brazilian Ministry of Social Development and Fight against Hunger made it possible for the Centre to expand its support to countries in Africa, in addition to seminars and other initiatives to disseminate best practices of social protection.

Partnership was the key word for the centre in 2014. In addition to the already established partnership with the federal government, new agreements were made with the Government of Bahia, the Government of the city of São Paulo, the Emater-DF (Brasília), the Lula Institute, among others, to enable the knowledge accumulated by these institutions to be available to the countries with which the Centre works.

In September 2014, the UN agencies responsible for monitoring world hunger - WFP, FAO and IFAD - announced that Brazil had finally left the Hunger Map. For the first time since the monitoring started, Brazil did not appear among the countries afflicted by the lack of universal access to quality food. This important achievement proved that the Brazilian public policies used by the Centre of Excellence against Hunger as inspiration for other developing countries had indeed a profound impact on the Brazilian society, which widened even more the interest of the countries in





PHOTO: WFP/ANDRÉ BRANCO

the South-South cooperation with Brazil, through the WFP Centre of Excellence against Hunger.

The attention drawn to South-South and triangular cooperation undertaken by the Centre of Excellence against Hunger comes from Brazil's exceptional ability to demonstrate to other countries that interconnected public policies and strong political commitment are able to fundamentally change the situation of hunger in a country, within a decade. The partnership with the government of Brazil allows the Centre to conduct a ground-breaking work of facilitating the access of governments around the world to the Brazilian experiences. We are witnessing the results of all this work at local level.

Bangladesh, for example, launched an initiative to prepare a national school feeding policy and a strategy that has already introduced hot meals in 95 schools in the country, reaching 20,000 children. The meals are prepared in the schools, with the involvement of the local communities and the use of vegetables purchased from local producers. Senegal is debating the inclusion of the human right to adequate food in its Constitution, while Malawi is preparing a bill for a new school feeding policy.

The Gambia held two national seminars, one on social protection, in partnership with the DFID, and one on school feeding, in partnership with Brazil. Mozambique approved its first school feeding programme nationwide. Rwanda has adopted a white paper on school feeding and launched a pilot project based on the local purchase of food. All these initiatives took place with the technical support of the Centre of Excellence against Hunger.

The year 2015 will be crucial for the definition of the UN Sustainable Development Goals. We believe that the partnership and the cooperation among countries will be central to the debate and will be fundamental for the achievement of these goals, as well as the Zero Hunger Challenge. The Centre of Excellence against Hunger is prepared to fulfil its role to support the countries that are committed to changing their destiny towards economic and social development.

**Daniel Balaban**

Director of WFP Centre of Excellence against Hunger



PHOTO: WFP/VINÍCIUS LIMONGI

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# 2

## POLICY DIALOGUE

The Centre of Excellence against Hunger provides long-term support to developing countries for the creation and strengthening of sustainable national food and nutrition security policies, especially school feeding, integrated with social protection and inclusion. All the activities are based on the premise that the qualified dialogue among different actors brings vast benefits to the process of building and improving public policies. We seek to make the most of the opportunities that this kind of dialogue offers as a work tool.

In 2014, the Centre of Excellence against Hunger organized study visits for delegations from 11 countries in Africa, Asia and Latin America. Usually, the study visit is the starting point of the Centre's cooperative relationship with the countries requesting its support for the development and implementation of programmes and policies to overcome hunger and poverty. It is the time when the Centre begins to build a dialogue between different actors on the challenges of each country and the most appropriate strategies to overcome them. Since its creation in 2011, the Centre has organized study visits for 34 countries.

By sending high-level delegations to Brazil, the governments of the countries are exposed to the successful Brazilian experiences, such as the National School Feeding Programme. They use the learnings obtained as inspiration for the search of sustainable solutions to their challenges in food and nutrition security.



In addition to The Gambia, Tunisia, Pakistan and Bolivia study visits, the Centre organized joint visits for Benin, Burundi and Togo in the first semester, and Cameroon, Laos, Zimbabwe and China in the second semester. These joint visits were a major innovation in the Centre's work methodology, as they enabled the exchange of experiences with the Brazilian government, with the technical team of the Centre of Excellence against Hunger and among participating countries.

## THE GAMBIA

From 11 to 21 February, a delegation from The Gambia was in Brasilia and Bahia to learn about the Zero Hunger Strategy in Brazil, with emphasis on the National School Feeding Programme and its links to smallholder farming. In addition to meetings with representatives of the Brazilian government, the participants visited schools and family farmers to understand the functioning of the institutional purchases from smallholder farmers. **Immediate impact:** The study visit inspired the government of The Gambia to draw up a National School Feeding Action Plan, validated at the end of the year at a seminar held with the support and participation of the Centre of Excellence against Hunger.

## TUNISIA

A delegation from Tunisia with representatives of the Ministries of Education, Agriculture, Social Affairs, Health and Foreign Affairs, as well as members of the WFP Country Office in Tunisia, was in Brazil on 23 to 30 April, for a study visit organized by the Centre of Excellence against Hunger. The visit was mainly focused on the Brazilian experience in school feeding, as Tunisia is interested in reviewing its national school feeding programme, to develop and adopt a more sustainable model. The nine members of the delegation participated in meetings with representatives of the main Brazilian institutions involved



GAMBIA'S DELEGATION VISITS SCHOOL IN BAHIA. PHOTO: WFP

in the PNAE and other social protection initiatives, and in field visits that included food banks, popular restaurants, schools and smallholder farms.

## PAKISTAN

Pakistan faces a serious problem of hunger and food insecurity and, to reverse the situation, is investing in the implementation of its National Zero Hunger Programme. To acquire subsidies to improve the programme proposal, from 27 May to 6 June, a delegation from Pakistan comprising representatives of key government institutions travelled to Brazil for a study visit organized by the Centre of Excellence against Hunger. With this study visit, the delegation also wanted to engage in South-South cooperation initiatives with the Brazilian government. The delegation was led by the Minister of Food Security and Research, Sikandar Hayat Khan Bosan. **Immediate impact:** The first effect of the visit was a seminar on social protection in December 2014, with the participation of the Centre of Excellence against Hunger and the Brazilian government.

## BOLIVIA

The Centre of Excellence against Hunger organized a study visit for a delegation of members of the Bolivian parliament interested in exchanging experiences with Brazil on the design, approval and implementation of a national school feeding policy. The delegation was in Brazil from 26 to 29 August, to meet with representatives of the Brazilian National Congress, the Ministry of Education, the Ministry of Agrarian Development and institutions involved with school feeding and smallholder farming. To see first-hand the impact of the innovative legislation in Brazil that regulates the school feeding programme, the parliamentarians participated in field visits to co-operatives, schools, farms and popular restaurants. **Immediate impact:** After the study visit, Bolivia approved its School Feeding Law.

## BENIN, BURUNDI AND TOGO

For ten days, delegations from Benin, Burundi and Togo were in Brazil on a study visit to learn how Brazil develops, structures, finances, implements and evaluates its social protection programmes, especially the National School Feeding Programme. From 7 to 17 April, the delegations were at the federal capital, Brasilia, and at Salvador, Santo Amaro and Simões Filho, in Bahia state, to talk with representatives of government agencies, school staff, students and family farmers.

Based on the lessons learned, the representatives of the three countries outlined plans for the development and the implementation of national home-grown school feeding programmes. The delegations totalled about 30 people, including representatives of the countries' governments and of the World Food Programme regional and country offices. The three participating countries are at different stages of development and implementation of school feeding programmes linked to smallholder farmers.

*"The aspect of how to structure and organize the school feeding programme in schools is undoubtedly what will help us the most in Burundi".*

*"I didn't have the information that so many countries had school feeding initiatives. By knowing the different forms of organization of activities, we can see what works and what can be adapted to Burundi".*

**Dr. Rose Gahiru**, Minister of Education of Burundi

The delegation from Burundi was led by their Minister of Education, Dr. Rose Gahiru, who said the decision to come to Brazil to participate in the study visit was due to the fact that Brazil has been recognized as a reference in the organization of school feeding programmes, which has been a challenge for her country. **Immediate impact:** The Burundi's National Nutrition Programme was launched in October 2014 in three provinces. The minister highlighted the exchange of experiences with other African countries as very positive.

To Benin and Togo, the adaptation of initiatives in public policies, social mobilization, and the right to food, is a major challenge. The biggest learning of the study visit was the local purchase of food for school feeding. In field visits, the delegation members were able to see the impact of this strategy on the lives of the family farmers and on the local economy. **Immediate impact:** Benin and Togo requested support from the Centre of Excellence



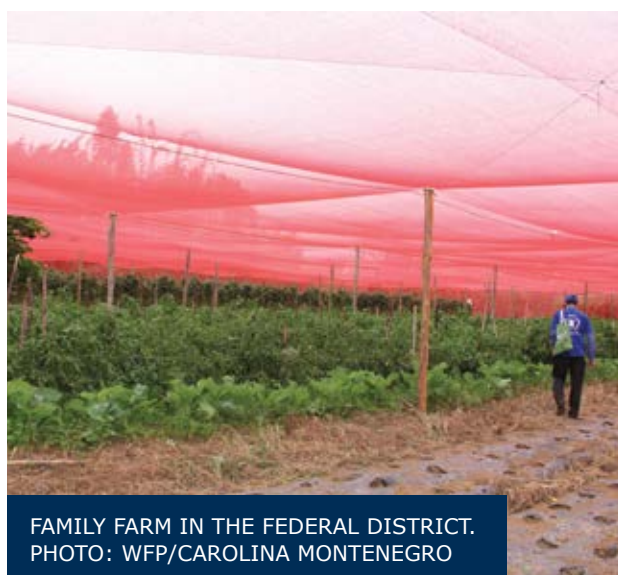
against Hunger and the deployment of a consultant to organize national consultations on school feeding.

## CAMEROON, LAOS AND ZIMBABWE

From 24 November to 5 December, the Centre of Excellence against Hunger conducted a study visit to Cameroon, Laos and Zimbabwe delegations, with the participation of China. The study tour began in Bahia and ended in the Federal District, and was an opportunity for the participating countries to know the Brazilian initiatives to combat hunger and pov-

*"Here we saw it is possible to connect school feeding and family farming. In Laos, we still need to strengthen the community capacity and to provide quality seeds and technical support for families".*

**Sisomboun Or Navong**, Director of Education of the Oudoumxy Province, Laos



FAMILY FARM IN THE FEDERAL DISTRICT. PHOTO: WFP/CAROLINA MONTENEGRO



FARMER'S COOPERATIVE IN BAHIA. PHOTO: WFP/CAROLINA MONTENEGRO

erty, and to exchange experiences with each other.

The delegations met in Salvador, Bahia, to participate in the seminar "Building national policies for social development: food, nutrition and school feeding," which presented the Brazilian experiences in school feeding, smallholder agriculture and social safety nets. Also in Salvador, the delegations participated in field visits to see first-hand the implementation of the Brazilian programmes. In Brasilia, the representatives of Cameroon, Laos and Zimbabwe met with Brazilian government officials.

The Cameroon delegation shared their good impressions about the fact that in Brazil the school feeding and the right to adequate food are constitutional rights and that education is universal and free. The representatives of Laos were impressed by the political will and the commitment of the Brazilian government with the policies and social programmes, and by the active participation of the civil society. They also highlighted the administrative and legal frameworks of the school feeding programme and the emphasis on nutrition. The representatives of Zimbabwe, in turn, highlighted the fact that the school feeding programme in Brazil is fully funded by the government nationwide.



DELEGATIONS FROM CAMEROON, LAOS AND ZIMBABWE TALK TO SMALLHOLDER FARMER IN BRAZIL. PHOTO: WFP/CAROLINA MONTENEGRO

## JOINT STUDY VISITS

The Centre of Excellence against Hunger has developed a new working method in 2014. During the year, there were two different study visits that gathered delegations from different countries in the same mission. The joint study visits have the advantage of enabling exchange of experiences and of information not only with Brazil, but also among visiting countries. The Centre combines the profiles, goals and demands of the participating countries to take advantage of their diversity without losing sight of the need to have fundamental points in common. This strategy strengthens and extends the south-south cooperation promoted by the Centre between countries in Africa, Asia and Latin America.

The two joint visits held in 2014 included some time for the presentations of the participating countries about their realities in the areas of social protection and school feeding. The delegations discussed the most challenging issues in each country and identified best practices, innovative solutions and lessons learned that could be useful for

other countries in drafting and implementing public policies for social protection and school feeding.

Another innovation of the joint study visits was to hold short seminars, so that all the members of the delegations could receive basic information about the Brazilian programmes and policies that they would know in depth during the visit to Brazil. The seminars included presentations, workshops and sessions of questions and answers, and their structure enabled the intensive exchange of information among the participants. The questions of one delegation were useful for all the other participants and, therefore, the learning process was enriched.

When the delegations were designing their action plans, the technical team of the Centre of Excellence against Hunger continued to offer specific care for each delegation, as a way to ensure the action plans would accurately capture the situation of each country and outline the necessary steps so that the governments could create, validate and implement new policies and school feeding programmes and other initiatives of social protection.



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# SUCCESS STORY

## BANGLADESH

### HOT MEALS DELIGHT BANGLADESH

After conducting a study visit to Brazil in October 2012, organized by the Centre of Excellence against Hunger, the government of Bangladesh has launched a restructuring plan of their national school feeding programme.

The country will follow Brazil's strategy and will expand the supply of meals, instead of cookies, for children in schools. The initiative is a partnership between the Ministry of Education and the World Food Programme Country Office in Bangladesh. It is introducing in selected areas of the country the hot meals locally made from a traditional recipe of "khichuri" (rice, beans and vegetable oil, to which several seasonal ingredients are added, such as vegetables and greens), with ingredients coming from smallholder farms.

By the end of 2014, the pilot project was feeding 20,000 children in 95 schools. According to the WFP monitoring visits, the programme has already shown positive impacts on the schools, where student attendance increased from 70% to 95% since October 2013. In May 2014, the Ambassador of Brazil in Bangladesh, Wanja Campos da Nóbrega, visited the school feeding project in the Elementary School of the Government of South Chinaduli, in Islampur Upazila, Jamalpur.

According to the WFP Country Office in Bangladesh, in early 2015 an evaluation of the initiative would be carried out in partnership with the government, to assess the challenges and the implications of scaling-up this school feeding model. The expansion of the programme could reach about 10 million children enrolled in 63,000 schools in the country. In 2014, the WFP programme of distribution of fortified biscuits supported nearly 3 million children in the country.





PHOTO: CAMILA GUEDES ARIZA



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# 3

## POLICY DEVELOPMENT

Since its creation in 2011, the Centre of Excellence against Hunger has intensely worked in South-South cooperation initiatives, with more than 30 countries, to support the development and the strengthening of food and nutrition security strategies.

Many partnerships begin with exchanges of experience to allow developing countries to learn about the inter-sectorial strategies adopted in Brazil. The next steps include several activities that help countries to advance in the search for their own strategies to overcome hunger.

The first step of cooperation generally consists of study visits to Brazil. In 2014 these cooperation initiatives resulted in initiatives specifically aimed at the development of public policies. The Centre of Excellence against Hunger draws on a wide range of tools such as national seminars, technical missions and deployment of consultants to meet the demands of the partner countries and to support them in developing their strategies to overcome hunger.

## SENEGAL

In February, the Centre supported the organization of the National Forum on School Feeding and Nutrition in Senegal. A delegation comprising representatives of the Centre of Excellence against Hunger, of the Brazilian Cooperation Agency (ABC), of the National Fund for the Development of Education (FNDE), of the Ministry of Agrarian Development, of the National Council for Food and Nutrition Security (CONSEA) and of the Ministry of Social Development and Fight against Hunger participated in the activities of the Forum, which included a field trip.

**Impact:** Senegal visited Brazil in a study visit in September 2012 and is implementing the Improvement Quality, Equity and Transparency Programme that benefits all school children and includes school feeding. As part of the Forum, the then Prime Minister of the country, Aminata Touré, received the director of the Centre, Daniel Balaban, accompanied by the Ambassador of Brazil in Senegal, Maria Elisa Teófilo de Luna, the director of WFP in Senegal, Ingeborg Maria Breuer, and the entire Brazilian delegation.

## CÔTE D'IVOIRE

In March, the Centre of Excellence against Hunger sent a technical mission to Côte d'Ivoire for a workshop with the members of the delegation that participated in the study visit to Brazil in late 2013, and representatives of the Ivorian government. The purpose of the workshop was to improve the school feeding strategy of the country, as defined in the action plan prepared during the study visit to Brazil.

The members of the delegation presented the report of the mission to Brazil and the action plan developed during the study visit and took the opportunity to select the priority activities of the action plan for 2014. **Impact:** The workshop was an important moment for the mobilization of the main school feeding stakeholders around the strategy outlined in Brazil. Representatives of the Ministries of Planning, Education, Agriculture, Finance, Budget, among others, including the ministers of Planning and Education, were involved.



FIELD TRIP IN SENEGAL.  
PHOTO: CAMILA GUEDES ARIZA

## CUBA

On 29 and 30 May 2014, the city of Havana hosted a seminar about school feeding programmes and initiatives to support family farming in Brazil and Cuba. The seminar, which brought together experts from both countries, was a forum for exchange and sharing of knowledge in a joint exercise for the discussion of issues related to food security.

The opening of the seminar brought together more than 70 people, and the event took place at a time when the Cuban government is investing in an economic restructuring programme that places food security as the highest priority. The workshop allowed the country to discuss the possibility of developing programmes in Cuba to encourage family farmers to provide food items for the school feeding programme and other social programmes. The Centre of Excellence against Hunger shared with the participants their experience in promoting South-South cooperation and spoke about the link between school feeding and family farming in Brazil.



VISIT TO SCHOOL IN CUBA  
PHOTO: WFP/SHARON FREITAS

was held to discuss the plan and its implementation in October 2013. In this consultation, participants agreed upon the main objectives of the strategy: to insert the family farmers in the agricultural market, to strengthen the local food production and to increase food and nutrition security in the country through the school feeding programme.

## NIGER

Niger is a country with 16 million people and high rates of chronic malnutrition, with an economy strongly based on agriculture. In May 2012, a delegation came to Brazil for a study visit organized by the Centre of Excellence against Hunger. The main objective of the mission was to understand the policies created and the steps that Brazil took to develop its school feeding programme. The delegation also hoped to get technical support from Brazil to issues such as the involvement of the civil society, and the school feeding programme link with the local agricultural production.

After the study visit, the Centre supported the hiring of a consultant to support the government of Niger in the development of an implementation plan for the School Feeding Programme. A national consultation

**Impact:** In June 2014, Niger announced the creation of a management unit of school feeding, attached to the Ministerial Cabinet of the country, to coordinate the government actions in the area of home-grown school feeding. The government hopes to increase the budget line for the school feeding programme, to improve the integration between the programme and the family farmers and to strengthen the legislative framework with a specific law on school feeding.

## ZAMBIA

In 2013, Zambian representatives held two study visits to Brazil and were impressed by the multi-sectorial nature of the Brazilian school feeding model. The implementation of a school feeding programme with local food procurement is the Zambian government's response to the many difficulties that the rural population faces. In addition, the provision of



school meals ensures that children have equal access to health and education.

The consultants of the Centre of Excellence against Hunger supported the development of a concept note to outline the necessary steps for the development of the new school feeding policy. The main conclusions, presented to the Zambian government, point out that the school feeding programme is well received in the country and requires commitment of financial resources.

**Impact:** The Ministry of Education of Zambia asked for support from the Centre of Excellence for the implementation in the country of a home-grown school feeding programme. A consulting mission of the Centre in Zambia took place from 11 to 21 November. With the collaboration of the World Food Programme Country Office, the school feeding pro-



SCHOOL FEEDING  
CONSULTANCY IN  
ZAMBIA. PHOTO: WFP



SCHOOL FEEDING  
CONSULTANCY IN  
ZAMBIA. PHOTO: WFP

gramme transition to the home-grown model is becoming a reality.

## PAKISTAN

On 9 and 10 December, the government of Pakistan and the WFP Pakistan Country Office held a Food Security Seminar in Islamabad, to engage the main stakeholders from the government and leverage the Zero Hunger Programme of Pakistan. The event had a session on international experiences and co-operation, which included the participation of the Centre of Excellence against Hunger. Officials of the federal government, provincial governments, representatives of national and international NGOs, renowned academics and members of the civil society attended the event.

The Food and Nutrition Action Plan for Pakistan was developed by the members of the delegation that participated in the study visit to Brazil, organized by the Centre of Excellence against Hunger at the beginning of 2014. The participants stressed that the Pakistani Zero Hunger initiative should learn from existing innovative experiences in addition to being in line with the programmes already in progress in the country.

The limited access to land by the family farmers, agricultural reform, income generation and access to markets were discussed as some of the major challenges the government faces in the implementation of the Zero Hunger Programme. The participants noted that coordination, dialogue and complementary work between the different levels of government are essential for the implementation of the programme, as well as the creation of a water management and distribution plan. All recommendations made during the seminar will be considered when establishing the next steps to proceed with the implementation of the Zero Hunger Programme. The Centre of Excellence against Hunger will continue to support the Pakistani efforts.



## CONSULTANTS TRAINING

The Centre of Excellence against Hunger held, on 14 and 15 July, a training for consultants on horizontal cooperation and public policies and food and nutrition security programmes. The objective of the training was to identify talented professionals to work as Centre consultants supporting developing countries interested in finding sustainable solutions for food security and social development.

A total of 17 professionals participated in the training - 13 in person and four by video-conference. During the two days, the participants were able to deepen their knowledge on the work of the World Food Programme, the Brazilian Cooperation Agency, the Centre of Excellence against Hunger and the partnership between the Brazilian government and the WFP to support other developing countries in their initiatives to overcome hunger and poverty.

Another topic highlighted during the training was the Brazilian experience with social development programmes and policies. The professionals discussed the National School Feeding Programme, the legal framework that supports the Brazilian social policies and the initiatives to strengthen family farming.

They also debated on the challenges of the horizontal cooperation, or South-South cooperation, promoted by Brazil.

As part of its exchange of experience and capacity building programme, the Centre of Excellence supports the hiring of consultants, who are deployed to the countries to assist in the design and implementation of school feeding policies and programmes and other social development initiatives. The training participants learned about the work already done by the consultants of the Centre in countries such as Malawi, Mozambique, Niger, Senegal and Guinea.

Another moment to identify potential consultants to work with the Centre was the participation in the Brazilian Congress of Nutrition. During a panel on South-South cooperation, the Centre presented to the 90 participant nutritionists the strategies to provide technical assistance to other developing countries and highlighted the important role of the consultants in this process. The consultant takes to the partner countries the innovative methodology of the Centre, based on capacity building and on the leadership of the governments in drafting and implementing social policies in their countries.





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# SUCCESS STORY

## THE GAMBIA

### FROM DONORS BASED TO NATIONAL OWNERSHIP

From 11 to 21 February, a delegation from The Gambia was in Brasilia and in Bahia to learn about the Zero Hunger Strategy of Brazil, with emphasis on the National School Feeding Programme and its links to family farming.

The study visit inspired the government of The Gambia to draw up a National School Feeding Action Plan. The initiative was validated in a seminar held at the end of the year with the support and the participation of the Centre of Excellence against Hunger. The participants agreed on the priorities for the period 2014-2016 and discussed the technical assistance of the Centre of Excellence to the school feeding programme during the transition period.

From 2 to 4 December, The Gambia held two other events to discuss social protection strategies: the Third National Consultative Forum on Social Protection and a technical workshop on how to build synergies between social protection programmes, for participants from Ethiopia, Brazil, Mozambique, Kenya and The Gambia.

In 2012, the WFP and the government of The Gambia had reached an agreement on the transition of the school feeding programme in the country, from a model supported by donors to a government-owned model, by 2020. The development process of a National School Feeding Policy is underway in the country, led by the Ministry of Education. Initiatives such as the development of the regional capacities for the management of school feeding, the establishment of school gardens in 100 schools, and mobilization of resources are already occurring. A study of viability of local food procurement was carried out across the country.



PHOTO: WFP/ANDRÉ BRANCO

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# 4

## INNOVATION AND DISSEMINATION

One of the priorities of the Centre of Excellence against Hunger is disseminating the multiple benefits of the commitment and investment by the governments in initiatives that integrate food and nutrition security to social protection, mainly through home-grown school feeding programmes. This dissemination occurs in many different ways: partnership with governments, education and research institutions and non-governmental organizations; participation in the organization of lectures, forums and seminars; meetings and technical missions with governments' representatives; research; publication and dissemination of articles and studies on social protection and school feeding, among others.

### PARTNERSHIPS

The partnerships are important not only to make it possible for the Centre of Excellence to execute its activities. The Centre's methodology would lose its sense without them: inter-sectorial approaches, integration of common strategies and policies, construction of understandings and objectives linked to different sectors are possible only when partnerships are an essential part of the process, from start to the end. Thus, the work of the Centre would not be possible without its many partners involved in the definition of strategies, in the researches and elaboration of new materials, in the many events, study visits and technical missions, and in the dissemination of information.



The National Fund for the Development of Education (FNDE), the Brazilian Cooperation Agency (ABC), the Technical Assistance and Rural Extension Enterprise of the Federal District (Emater – DF), the Ministry of Social Development and Fight against Hunger (MDS), the Ministry of Agrarian Development (MDA), the Ministry of Agriculture, Livestock and Supply (MAPA), the National Council of Food and Nutrition Security (Consea) and the National Company of Supply (Conab) are some of the Brazilian institutions whose support is essential for the execution of the Centre of Excellence against Hunger's south-south cooperation initiatives.

In 2014, some of the partnerships established by the Centre in the previous year presented their first results, and new partnerships were made. The Centre signed a memorandum of understanding with the São Paulo City Hall, establishing mutual support in actions of south-south cooperation for the strengthening of school feeding as a sustainable solution for hunger. The municipality of São Paulo offers support to the Centre on the organization of study visits and the Centre supported the *Educação Além do Prato* Award (Education Beyond the Plate), which aimed at valuing the role played by the schools' cooks and the mobilization of the school community on healthy

eating. The Centre will offer a trip for the winners to take part in an international seminar on school feeding in an African country. The Centre also has a memorandum of understanding with the government of the state of Bahia since 2013.

On 10 June, the Lula Institute and the Centre of Excellence against the Hunger signed an agreement to promote the Brazilian experience in social policies and fight against the hunger. This partnership involves the mutual collaboration of the entities in studies, events and communication efforts to share knowledge with other countries, especially in the African continent, on social policies to reduce poverty and promote social development, mainly programmes such as the Bolsa Família and the National School Feeding Programme (PNAE).

## BILL & MELINDA GATES FOUNDATION

In February 2014, the Centre signed a partnership agreement with the Bill & Melinda Gates Foundation. The goal of the project is to share the knowledge and evidences about the Brazilian experience in fighting hunger and poverty as a way to facilitate capacity building for governments and other stakeholders in the area of food-based social protection.

Through five different studies, the project is going to produce detailed analyses on the experience Brazil accumulated in the last ten years, especially in the Food Acquisition Programme and the National School Feeding Programme. The five studies cover the following areas:

1. Analysis on how the institutional purchase from the family agriculture works.
2. Historic analysis on the institutional food purchase, focused on the essential factors that led to the current scenario in which Brazil buys from family farmers in large scale.



GLOBAL CHILD NUTRITION FORUM.  
PHOTO: WFP/ANDRÉ BRANCO





INTERNATIONAL SEMINAR ON INSTITUTIONAL PROCUREMENT AND LOCAL DEVELOPMENT. PHOTO: WFP/ISADORA FERREIRA

3. Analysis on the scale of institutional food purchase in Brazil.
4. Cost analysis, detailing the costs of the institutional purchase programmes.
5. Cost-benefit and investment model analysis, focused on the multiplying effects of a home-grown school feeding programme linked to family farmers.

To elaborate the studies, the Centre of Excellence joined forces with the International Policy Centre for Inclusive Growth of the United Nations Development Programme (IPC-IG/ PNUD), the Getúlio Vargas Foundation and independent consultants. Beginning in 2015, the studies will be launched and widely disseminated to governments, research institutions and non-governmental organizations.

## DFID

One of the Centre's partners since 2012, the UK Department for International Development (DFID) supports the Centre's actions for strengthening the role and impact of Brazil in south-south coopera-

tion through the Ministry of Social Development and Fight against Hunger (MDS). The partnership promotes the advancement and establishment of social protection programmes in low-income countries, especially in the areas of food security and nutrition, social inclusion and fight against poverty.

As part of the partnership project with DFID, the Centre supported the MDS on hosting the International Seminar on Social Policies for the Development, in April. Representatives from 18 countries took part in the meeting and had the opportunity of learning about the Brazilian strategies on the fight against poverty and extreme poverty, such as the *Brasil Sem Miséria* Plan, the *Bolsa Família* Programme and the Food Acquisition Programme (PAA).

The International Seminar Institutional Procurement + Local Development, organized by the MDS and supported by the Centre and the government of the state of Rio Grande do Sul, happened from 3 to 5 June. The goal of the event was to promote the exchange of experiences between Brazil and other developing countries on governmental procurement from family farmers to support social development

strategies in these countries. Representatives from the African countries Mozambique, Ethiopia and The Gambia were present, as well as a delegation from Pakistan.

To strengthen the dissemination tools of the Brazilian experience, the Centre also supported the production of three videos about the main social protection programmes developed by the Brazilian government on the country's semiarid region as part of the DFID project. These videos are available at the Centre of Excellence's YouTube channel (<https://www.youtube.com/WFPCEAHBrazil>), in Portuguese, with subtitles in French, English and Spanish.

## GCNF

Every year since 1997, the Global Child Nutrition Forum (GCNF) assembles leaders of developing countries for five days of coaching, technical assistance and intensive planning, focused on establishing sustainable, country-owned school feeding programmes. The event is the biggest annual forum on

school feeding in the world and it is carried out by the Global Child Nutrition Foundation. Since 2013, the Centre of Excellence against Hunger supports the organization of the event.

With the support of the South African and Brazilian governments, the sixteenth annual forum happened in Vanderbijlpark, near Johannesburg, in South Africa, from 29 September to 3 October, 2014. The event discussed the role of nutrition as a key element for sustainable and effective school feeding programmes linked to local agriculture strengthening programmes. 250 representatives from 46 different countries attended the forum.

The forum consisted of five days of intense knowledge exchange. The participants were invited to reflect on the strategies of their countries to ensure sustainable school feeding programmes linked local food procurement, to discuss the benefits of the investments in school feeding with focus on nutrition, and to propose ways in which the group could influence the global post-2015 agenda.



The participants, including ten ministers and four deputy ministers from African countries, approved a communiqué that presents the considerations and recommendations of the forum about the role of nutrition in sustainable home-grown school feeding programmes. The document recognizes the importance of the Zero Hunger Challenge, the post-2015 agenda and the potential of school feeding to contribute, directly or not, to achieve many of the Sustainable Development Goals (SDG).

**Impact:** Based on this acknowledgement, the communiqué states that governments should think about school feeding programmes as investments, not as expenses; and that sustainable school feeding programmes that incorporate diversified and nutritious meals linked to the production of smallholder farmers should be recognized as a key-strategy to fulfil the Zero Hunger Challenge and the SDG.

A video about the Forum is available at the Centre's YouTube channel.

## DISSEMINATION

Many actions throughout the year made it possible for the Centre of Excellence to disseminate concepts, best practices and south-south cooperation initiatives to representatives of government, civil society and research institutes.

In addition to the countries that took part in study visits, received direct support from the Centre in technical missions or participated in events organized by the Centre, representatives from Angola, Mexico, Rwanda, Colombia, Sudan, Mauritania, Yemen, France, East-Timor and Germany took part on meetings to get to know the working methodology of the Centre. They were also interested in learning about the Brazilian programmes and public policies that inspired the Centre's south-south cooperation efforts in food security.

The Centre's staff also made presentations for students and professors of the University of Florida and the University of Texas. Representatives from institutions such as UNICEF Ghana, ActionAid, Save the Children, Children's Investment Fund Foundation (CIFF), Oxfam and Bread for the World visited the Centre to discuss south-south cooperation and capacity building. The Centre participated in events organized by the diplomatic mission of the United Kingdom in Brazil, Global Compact, BRICS Academic Forum, African Union, Inter-American Institute for Cooperation on Agriculture (IICA), World Bank, United Nations Food and Agriculture Organization, International Research Initiative on Brazil and Africa (IRIBA, of the University of Manchester), BRICS Policy Centre, International Fund for Agricultural Development (IFAD).

All these moments were opportunities to disseminate the Centre's message about the importance of the commitment and investment by the governments in policies and programmes to ensure access to adequate food and to strengthen smallholder farming. They were also a chance to present to stakeholders the advantages of the south-south cooperation as a tool for strengthening the capacities of governments of developing countries to create their own solutions to overcome hunger and poverty, and, thus, achieve other development goals.

The Centre of Excellence against Hunger promoted a debate with Brazilian stakeholders in the field of nutritional security and school feeding about food bio-fortification, and took part in the Brazilian Congress of Nutrition with a panel about south-south cooperation. In Mexico, the Centre participated in the "VI Latin American and Caribbean Seminar on School Feeding" and, in Rome, in the event "South-South and Triangular Cooperation for impact at scale", organized by IFAD on the United Nations Day for South-South Cooperation, 12 September.





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# SUCCESS STORY

## PAKISTAN

### THE GOAL IS ZERO HUNGER

Amid discussions on the implementation of the National Zero Hunger Programme, Pakistan sent a delegation to Brazil for a study visit. After the visit to Brazil in May, the Pakistani government announced the establishment of the National Food Security Committee, chaired by the Prime Minister, and developed pilot projects, with support from the WFP Country Office and a UN volunteer who was trained by the Centre.

In December, the government of Pakistan held the Seminar on Food Security, which had three panels and a workshop on the National Zero Hunger Programme. The event included a session on international experiences and cooperation, with the participation of the Centre of Excellence. The WFP country office financed the participation of representatives of the governments of all Pakistani provinces to ensure the programme capillarity. Then, a meeting was held with potential international donors to discuss the steps needed to implement the pilots and to include the programme in the national budget. The decision is that the pilots will take place in the areas of greatest food insecurity.

In addition to the Zero Hunger Programme, Pakistan is also discussing its Agriculture and Food Security Policy, which is still in preparation. The document emphasizes the improvement of family farming as a fundamental strategy for overcoming hunger. The various initiatives under discussion in Pakistan will allow the country to invest in school feeding, nutritional support, income generation and support for family farming.

## TIMELINE

### JANUARY

**01/17**

Presentation of the Centre at the University of Florida

**01/31**

The Centre launches its institutional video

### FEBRUARY

The Centre signs partnership with the Bill & Melinda Gates Foundation

**02/11 to 02/21**

The Gambia study visit

**02/18 to 02/19**

National consultation in Senegal

**02/20**

Technical mission to Côte d'Ivoire and meeting with the Prime Minister

**02/28**

Meeting with representatives of Angola

### MAY

**05/06**

The Centre signs agreement with the city of São Paulo

**05/27 to 06/06**

Pakistan study visit

**05/29 to 05/30**

Seminar on school feeding in Cuba

### JUNE

Niger creates school feeding management unit

**06/03 to 06/05**

International seminar on Institutional Food Purchase + Local Development

**06/10**

The Centre signs agreement with the Lula Institute

### SEPTEMBER

**07/29 to 10/03**

Global Child Nutrition Forum (GCNF)

### OCTOBER

**10/03**

Launching of the Research Project during the GCNF

**10/15 to 10/17**

VI Latin American and Caribbean School Feeding Seminar in Mexico

## MARCH

• .....  
**03/31 to 04/04**

MDS Seminar on  
social policies

## APRIL

• .....  
**04/02**

The Centre signs a  
cooperation agreement  
with the DFID

• .....  
**04/07 to 04/17**

Benin, Burundi and  
Togo study visit

• .....  
**04/15 to 04/24**

Meetings on  
biofortification

• .....  
**04/23 to 04/30**

Tunisia study visit

## JULY

• .....  
**07/14 and 07/15**

Consultants training

## AUGUST

• .....  
**08/20**

The British Ambassador  
participates in field  
visit near Brasilia

• .....  
**08/26 to 08/29**

Bolivia study visit

## NOVEMBER

• .....  
**11/11 to 11/21**

Technical mission on  
school feeding in  
Zambia

• .....  
**11/24 to 12/05**

Cameroon, Laos and  
Zimbabwe study visit

## DECEMBER

• .....  
**2/12 to 4/12**

Forum on social  
protection in The  
Gambia

• .....  
**12/09 to 12/10**

Pakistan debates  
food security

• .....  
**12/12**

Education Beyond  
the Plate Award,  
in São Paulo

# THE CENTRE AROUND THE WORLD

## LATIN AMERICA AND THE CARIBBEAN



### Cuba

The country is investing in an economic restructuring programme that prioritizes food security. It conducted a seminar to exchange experiences with Brazil on school feeding and family farming.

### Bolivia

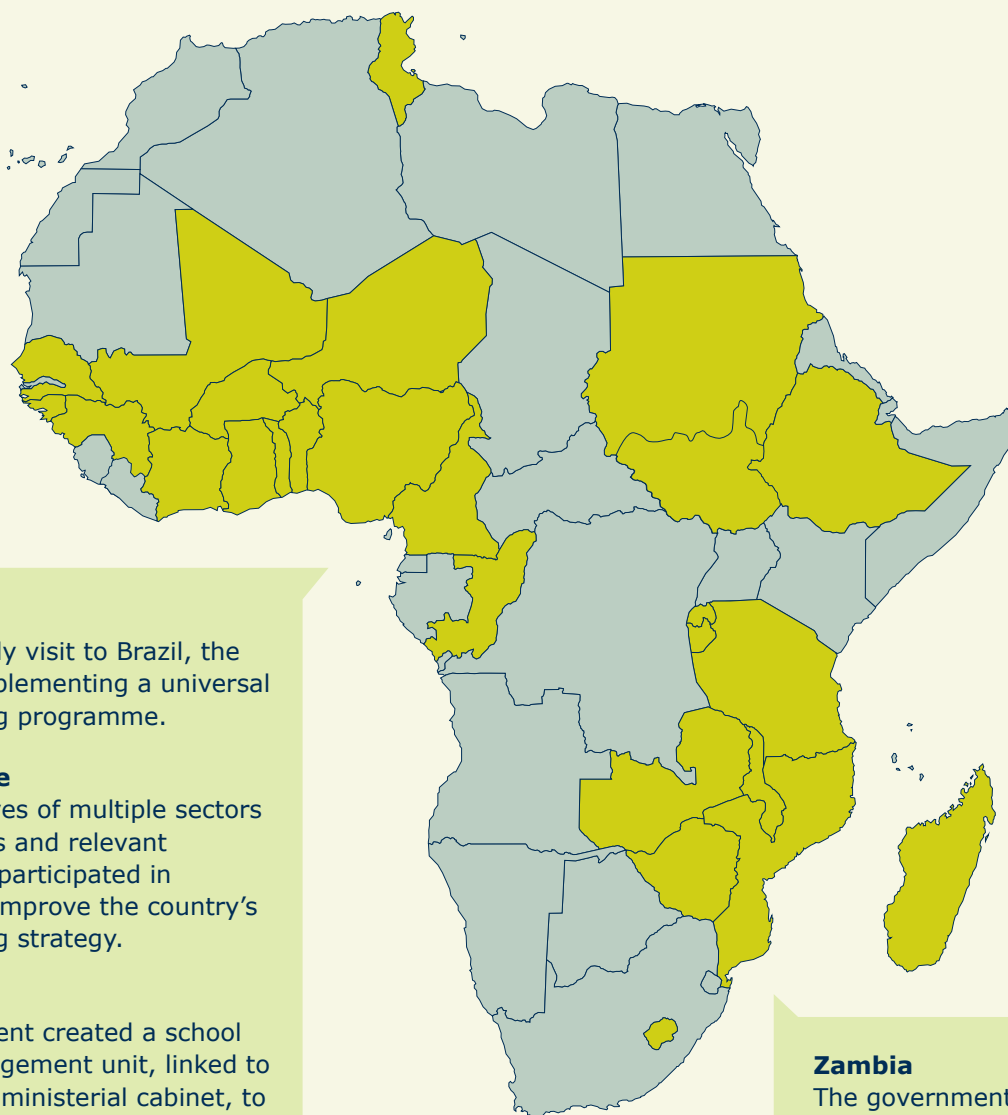
Delegation of members of the Bolivian Congress participated in study visit to see the impacts of school feeding in Brazil. Soon after, the country approved its School Feeding Law.

### Brazil

Brasilia  
Centre of Excellence  
against Hunger



## AFRICA



### **Senegal**

After the study visit to Brazil, the country is implementing a universal school feeding programme.

### **Côte d'Ivoire**

Representatives of multiple sectors and ministries and relevant stakeholders participated in workshop to improve the country's school feeding strategy.

### **Niger**

The government created a school feeding management unit, linked to the country's ministerial cabinet, to coordinate the governmental actions related to home-grown school feeding.

### **Gambia**

Soon after the study visit to Brazil, the government elaborated and validated a National School Feeding Action Plan.

### **Zambia**

The government is committed to transition the country's school feeding programme to a home-grown model and requests the Centre's technical assistance to implement the initiative.

## ASIA



### **Pakistan**

After a study visit to Brazil, the government conducted seminar on social protection and discussed its National Zero Hunger Programme and the strategies to implement it.

### **Bangladesh**

Pilot project serving hot meals at school, created after the study visit to Brazil, shows positive impacts on students attendance.

The Centre of Excellence against Hunger thanks the support from the Brazilian government, through the Brazilian Cooperation Agency (ABC), the National Fund for the Development of Education (FNDE), the Ministry of Education (MEC), the National Secretariat of Food and Nutritional Security (SESAN) of the Ministry of Social Development and Fight against Hunger (MDS). It also thanks the support from the United Kingdom Department for International Development (DFID) and the Bill & Melinda Gates Foundation.



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