The School Feeding Investment Case
Cost-Benefit Analysis

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March 2016
What is the investment case?

Governments are increasingly interested in conducting cost benefit assessments of their safety net programmes. WFP provides them with technical assistance and developed the *School Feeding Investment Case*. This tool provides an assessment of the **value added for each dollar invested** in school feeding. It is a useful tool in showing the extent to which school feeding programmes are valuable **in the long run** and how they are advantageous to a country’s overall development.

Why an Investment Case?

1. To provide concrete evidence that school feeding is not so much a cost as an **investment for human capital development**. The tool has proven to be very powerful when advocating for school feeding by proving that scaling up school feeding will benefit both in the short and longer term.

2. To provide **quantifiable returns** that governments and donors can expect if they decide to invest in school feeding.
School Feeding has 5 main benefits:

- Boosts nutritional status
- Increases enrolment and retention
- Promotes gender equality
- Supports local agricultural production
- Provides additional income
Main outputs of the Investment Case

1. Assess monetary cost and economic benefits of the recognized outcomes of school meals supported by the WFP or government.

2. Calculate school meals Cost/Benefit ratio
   - Benefit/Cost (B/C) ratio: how many dollars are generated from investing 1$ in school meals?

Objective: Measure the benefits generated per 1$ invested in School Meals over the life of the beneficiary (child).

$ 5.5
Average benefit for each $ 1 invested

In a sample of 14 countries providing school meals, it showed that for every USD 1 invested brought a USD 3 to USD 9 economic return.

The CBA tool was developed jointly by WFP and The Boston Consulting Group in 2011, as an economic model supported by academic literature, country-specific indicators and information collected from WFP experts.

In several countries, the CBA was carried out through a partnership with MasterCard, thanks to which volunteers from MasterCard were able to spend one month in WFP’s Country Office in the field, running the economic model and supporting the government.
The Cost-Benefit Analysis tool focuses on measurable impacts of school feeding interventions, which also empower local communities.
The Cost-Benefit Analysis tool

When children get school feeding...

- They spend more time at school...
- In other words, they get a better education.
- And they are more concentrated in class...

Productivity

- A better education leads to a better job...

Productive life

- ...and to a better health, enabling them a longer productive life...

Lifetime Earnings

- ...both of which resulting in more value created throughout lifetime.

Wage increase

Source: BCG
Key milestones for School Feeding in Kenya


2008: 1.2 million children received meals.

2009: The government established the Home Grown School Meals Programme (HGSMP) taking over 540,000 pupils in semi-arid lands through a defined transition strategy (50,000 children every year).

2012: All semi-arid lands transitioned to HGSMP.

2013: The transition strategy for arid lands launched. To expand the programme into Kenya’s arid lands, WFP began implementing a “Transitional Cash Transfer to Schools” (TCTS) pilot in Isiolo County.

2014: HGSMP provided school meals to ~763,000 pupils in semi-arid areas. Additional ~615,000 were assisted with In-kind & CBT.

2015: First arid lands (Isiolo) joins HGSMP Cash Transfer program launched in Samburu and Nairobi County.
Overview of School Feeding programmes in Kenya

In 2015, about 1.4 million children received school meals through HGSMP, cash-based and in-kind programmes.

<table>
<thead>
<tr>
<th>Beneficiaries (2012-2014)</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-kind</td>
<td>~609,000</td>
<td>~552,000</td>
<td>~579,000</td>
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<tr>
<td>CBT</td>
<td>~38,000</td>
<td>~36,000</td>
<td>~38,000</td>
</tr>
<tr>
<td>HGSMP</td>
<td>~592,000</td>
<td>~763,000</td>
<td>~763,000</td>
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</tbody>
</table>

Targeting
- Primary schools in semi-arid and arid lands

Food
- School meals
  - 150g cereals, 40g pulse, 5g vegetable oil, 3g salt

Duration
- Full school year
  - 195 days

Operating model
- In Kind: delivery of food commodities to the schools
- CBT & HGSMP: Local procurement - schools procure through tendering process with funds received from Ministry of Education and WFP
Home Grown School Meal Programmes in Kenya generate 9 USD for every 1 USD invested

### Cost-Benefit Analysis
(average value per beneficiary, USD)

<table>
<thead>
<tr>
<th>Commodities</th>
<th>Transport</th>
<th>Operational Costs</th>
<th>Overhead Costs</th>
<th>Total Cost</th>
<th>Total Benefit</th>
<th>Value Transfer</th>
<th>Return on Investment</th>
<th>Increased Productivity</th>
<th>Healthier and Longer Life</th>
<th>Community Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>185</td>
<td>0</td>
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<td>9</td>
<td>201</td>
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<td>194</td>
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<td>187</td>
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</tr>
</tbody>
</table>
Key takeaways

Promote Education and Gender equality

- School meals provides an **incentive** for parents to enroll their children to school and will improve their attendance throughout the year.
- Better meals **increase students’ focus and concentration**, and thus chances to achieve higher education.

Promote Health and Nutrition

- School feeding can provide de-worming and some vitamin supplements to **ensure a more complete, healthier diet**.
- The effect on students’ health will **impact their entire lifetime** in terms of mental and physical development.

Support Local Economy, Agriculture

- Home Grown School Feeding is an opportunity to **support local farmers and merchants, to increase farms’ income** and to create **additional jobs** in the community.
- Increased **productivity** of the beneficiary students, attributable to increased wages due to better cognition, and longer time spent in school.