

**Togo Development Project 200304**  
**B/R No. 2**

**29 December 2014**

**BUDGET REVISION FOR THE APPROVAL OF REGIONAL DIRECTOR**

	<u>Initials</u>	<u>In Date</u>	<u>Out Date</u>	<u>Reason For Delay</u>
<b><u>ORIGINATOR</u></b>				
Country Director	.....	.....	.....	.....
<b><u>CLEARANCE</u></b>				
Project Budget & Programming Officer, RMBP	.....	.....	.....	.....
Chief, RMBP	.....	.....	.....	.....
Chief, OSLT (change in LTSH and/or External Transport)	.....	.....	.....	.....
<b><u>APPROVAL</u></b>				
<input type="checkbox"/> Regional Director	.....	.....	.....	.....

**PROJECT: Promotion of sustainable school feeding**

**Start date:** 01/05/2012      **End date:** 31/12/2014      **Extension period:** 12 months      **New end date:** 31/12/2015

**Cost (United States dollars)**

	Current Budget	Increase	Revised Budget
Food Related Costs	0	0	0
Cash and Vouchers and Related Costs	0	0	0
Capacity Development & Augmentation	383 769	293 799	677 568
Direct support cost	1 171 625	474 589	1 646 214
Indirect support cost	108 878	53 787	162 665
<b>Total cost to WFP</b>	<b>1 664 272</b>	<b>822 175</b>	<b>2 486 447</b>

**CHANGES TO:**

**Food Tool**

- ☐ MT  
☐ Commodity Value  
☐ External Transport  
☐ LTSH  
☐ ODOC

**C&V Tool**

- ☐ C&V Transfers  
☐ C&V Related Costs

- ☒ CD&A  
☒ DSC  
☒ Project duration  
☐ Other

**Project Rates**

- ☐ LTSH (\$/MT)  
☐ ODOC (\$/MT)  
☐ C&V Related (%)  
☐ DSC (%)

**DISTRIBUTION:**

DED & COO  
 Director, OME  
 Director, PGG  
 Chief, OSLT  
 Chief, RMBP  
 Country Director

Director, OSZ  
 Chief, OSZP  
 Chief, OSZR  
 Chief, OSZI  
 Programme Officer, RMBP  
 Programming Assistant, RMBP

Regional Director  
 RB Programme Advisor  
 RB Programme Assistant  
 RB Chrono  
 OM Registry  
 Liaison Officer, OMD

## **NATURE OF THE INCREASE**

1. This budget revision proposes a twelve-month extension through 31 December 2015 to maintain support for Government efforts to promote sustainable school feeding.
2. Specifically, the budget revision will:
  - Increase capacity development and augmentation by USD 293,799; and
  - Increase direct support cost by USD 474,589.

## **JUSTIFICATION FOR EXTENSION-IN-TIME AND BUDGET INCREASE**

### **Summary of existing project activities**

3. The World Bank/WFP joint mission carried out in June 2011 recommended integration of cost-effectiveness analysis with technical assistance and advocacy to attract donor support, and elaboration by WFP and the Government of a joint fundraising strategy for school feeding as a safety net. The mission further recommended that the Government establish a dedicated technical unit at central level to lead school feeding policy and programmes, building on successful experiences in other countries.
4. Development Project 200304 was launched in May 2012 to help build this institutional framework. The project sets the foundation for a nationally owned school feeding programme by:
  - Increasing institutional and human capital development at central and local levels to boost school feeding programme policy and management; and
  - Strengthening linkages between local farmers and school meals through technical assistance provided to the Government and partners.
5. An action plan agreed between WFP and the Government in October 2012 guides project implementation. A national capacity assessment was conducted in December 2012 using the System Assessment and Benchmarking for Education Results (SABER) approach. This was followed by six regional workshops to share results with stakeholders and agree on a common roadmap. WFP provided technical assistance to the Ministry of Primary Education (MPE) and seven other Government ministries for the elaboration of a national school feeding policy that was adopted through a national workshop in July 2013.
6. The Government views school feeding as an investment of public resources in the most vulnerable population for human capital development. The school feeding programme is part of a response package to advance sustainable development in targeted areas by increasing access to food, reducing hunger, and maintaining children's access to education. In support of this goal, the Government, World Bank, and other partners have identified WFP as the actor best qualified to convert scattered pilot school feeding experiences into a long-term sustainable programme linking national institutions, policies, and financial contributions. Through this project, WFP has the opportunity to help shape the emerging national school feeding programme through sustainable improvement of Government logistics, procurement, quality assurance, reporting, and M&E capacities.

### **Conclusion and recommendation of the re-assessment**

7. SABER benchmarking of existing Government capacities has defined the support needed from technical and financial partners. Results show that school feeding in Togo is latent in meeting standards for (i) financial capacity, (ii) institutional capacity and coordination, and (iii) design and implementation; while the country is emergent (starting implementation) on standards for (iv) policy frameworks and (v) community participation. Based on these SABER analysis outcomes, a roadmap for sustainable school feeding was drawn up with the goal to advance each standard at least one step further by 2020. In 2013 and 2014, WFP supported

development of the national school feeding policy and data collection mapping supply chain stakeholders in Togo's five regions (Maritime, Plateau, Central, Kara and Savanah).

8. Through discussions with the Government and donor representatives, WFP has advocated for implementation of a home-grown school feeding programme. As a result, since early 2014 the Government has allocated a portion of International Monetary Fund (IMF) subsidies to safety nets, supplementing the budget allocated to school feeding. The *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ), World Bank, African Development Bank and other financial and technical partners have shown interest in cooperating with WFP on linking school feeding and local agriculture production.
9. Several tools have already been developed by the Government and its partners to support implementation of this initiative, including: the 2014 *Plan d'action prioritaire de l'éducation* (PAP, Education Priority Action Plan); *Plan sectoriel de l'éducation 2014–2025* (Education Sectorial Plan), Grassroots Development Policy (2012), National Social Protection Policy (2013) and *Programme National d'Investissement Agricole et de Sécurité Alimentaire 2009–2015* (PNIASA, National Investment Programme for Agriculture and Food Security).
10. In April 2014, WFP organized a visit to WFP's Center of Excellence against Hunger in Brasilia for Government officials to study the Brazilian experience, especially decentralized management of school feeding, linkages with local production and procurement, and integration of school feeding activities in the broader social safety net strategy. Following that visit, the Government requested WFP support to organize a national school feeding forum and support the establishment of an appropriate institutional framework to manage the school feeding programme in Togo. The national school feeding forum will enable the Government to mobilize partners and disseminate the policy that guides school feeding interventions and coordination.
11. A Togolese delegation led by the Ministry of Agriculture and Livestock attended the Global Child Nutrition Forum held October 2014 in Johannesburg (South Africa) to gain additional insights for developing a sustainable school feeding programme.
12. The Government has prioritized school feeding to retain children and encourage enrolment in pre-school and primary school. The national school feeding policy considers school feeding as a safety net and promotes linkages between agriculture and school meals, including nutrition. In 2013, WFP supported mapping of producer and processing organizations in five regions with funding from GIZ. This innovative tool will be used to guide the future school meal programme to identify opportunities for local procurement. It also provides a clear overview of diverse stakeholders and facilitates linkages between schools and smallholder farmer associations. In addition, the mapping tool will help establish strategic partnerships. The Government has committed to implementing a national school feeding programme with funding reaching USD 2 million.
13. The Government has supported WFP presence in Togo by providing office and warehouse facilities. Discussions are ongoing with the Ministry for Local Development for channeling a portion of 2015 IMF subsidies to safety nets, including school feeding. GIZ, World Bank and African Development Bank are encouraging the Government to entrust WFP with implementation of the school feeding part of that fund.

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

14. The 2012 SABER findings and subsequent road mapping exercise revealed additional capacity development needs for establishing a nationally-owned home-grown school feeding programme. WFP is preparing a five-year country strategy identifying optimal areas for concentration of activities. Given expectations expressed by school feeding stakeholders for WFP expertise, and considering the Government's ongoing capacity building needs, project closure in December 2014 would increase the risk of rolling back progress so far achieved.

Consistent with the roadmap and the Government's November 2014 request for project extension, this budget increase will enable WFP to continue supporting the Government in school feeding until reliable institutional support, sustainable funding, effective implementation tools, and community commitment are fully established.

15. This one-year extension-in-time will enable WFP to continue supporting to the Government through the following activities:
  - *Policy framework*: Set a dialogue framework for school feeding programme partners; design a nationally-owned home-grown school feeding programme; and establish a communication and social mobilization strategy. Support the unit in charge of school feeding to conduct a SABER diagnosis and to update the action plan.
  - *Financial capacity*: Carry out a cost-effectiveness analysis for advocacy and donor resource mobilization; elaborate a joint fundraising strategy; and support organisation of a national school feeding forum.
  - *Institutional capacity and coordination*: Assist the Government to reinforce the capacity of the structure in charge of school feeding (including stakeholder coordination) and develop and disseminate management tools and manuals.
  - *Design and implementation*: Develop targeting mechanisms and ration guides; provide training at all levels, including cooks, parent-teacher associations, non-governmental organizations (NGOs), and the Steering Committee; and target training on logistics, supply chain, and M&E, especially data collection, data analysis and reporting.
16. For supply chain support, WFP will assist the Ministry of Agriculture by: (i) developing procurement alternatives, ensuring quality and safety of foods with greater community participation and leadership; (ii) completing stakeholders mapping by sectors, including production, crop collection, food processing, fortification and commercialization; (iii) identifying alternative markets and products for schools; and (iv) providing training in quality control and conservation at the community level and training in basic accounting.
17. Other capacity development and augmentation activities planned for 2015 include: dissemination of the school feeding policy; sensitization of school feeding management committees on minimum standards; sensitization on gender issues through training and communication to increase girls' enrolment; and inclusion of nutrition-sensitive behavioural change communication programming in community-level trainings. All training activities will aim for participant gender balance.
18. Postponement of project evaluation activities to 2015 accounts in part for an increase in direct support costs. These costs are further impacted by WFP's move to a new building acquired from the Government. Construction works are ongoing and completion of office infrastructure, including minimum security standard requirements, remains to be completed.