

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Third Regular Session**

**Rome, 19 - 22 October 1998**

# REPORTS OF THE EXECUTIVE DIRECTOR ON OPERATIONAL MATTERS

Agenda item 9



Distribution: GENERAL

**WFP/EB.3/98/9-F/1**

3 September 1998

ORIGINAL: ENGLISH

## PROGRESS REPORT ON DEVELOPMENT PROJECT DOMINICAN REPUBLIC 5276.00

### School feeding programme in the poor and economically depressed areas

Total food cost	3,513,989 dollars
Total cost to WFP	3,957,402 dollars
Number of beneficiaries	100,000 children
Date approved	17 May 1994
Date plan of operations signed	2 March 1995
Date notification of readiness accepted	6 March 1995
Date of first distribution	1 April 1995
Duration of WFP assistance	Three years
Duration of project as at 31 December 1997	Two years and nine months

All monetary values are expressed in United States dollars, unless otherwise stated. One United States dollar equalled 14 pesos in December 1997.

This document is produced in a limited number of copies. Delegates and observers are kindly requested to bring it to the meetings and to refrain from asking for additional copies.

## NOTE TO THE EXECUTIVE BOARD

**This document is submitted for information to the Executive Board.**

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session of 1996, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.

The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

The WFP focal points for this document are:

Regional Director: J. Conway tel.: 066513-2207

Programme Coordinator: Ms. R.I. Antolin tel.: 066513-2368

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documentation and Meetings Clerk (tel.: 066513-2641).



---

## PURPOSE OF THE PROJECT AND OF WFP ASSISTANCE

1. The long-term objective of the project is to contribute to achieving the Government's goals in the education sector, as stated in the Ten-Year Education Plan.
2. The immediate objectives are to:
  - a) improve the attention span and learning capacity of children at assisted schools by relieving short-term hunger; and
  - b) stabilize the attendance rates at assisted primary schools.

---

## IMPLEMENTATION

### Organizational structure

3. The Project Execution Unit works under the supervision of the Students' and Teachers' Welfare Department of the Ministry of Education. The staff members include: an executive director, six technicians, and two administrative staff in charge of planning, managing, coordinating, monitoring and supervising all activities at the national level.
4. Each of the three Regional Offices of the Ministry of Education in the areas where the project is implemented has an office/warehouse for storing commodities. The staffing arrangements for each office are as follows: technical staff in charge of distribution and monitoring activities, three coordinators, 26 monitors, three warehouse keepers, one secretary, three stevedores, three drivers, six helpers to load and unload the trucks, and six watchmen. The Regional Coordinators are responsible for managing, coordinating and monitoring the project's activities, and providing follow-up to the monitoring process. They also train project monitors on the preparation of project reports. The Coordinators follow up on food distribution and provide guidance regarding project rules and regulations. They train members of Parents and Teachers and Friends of the School Associations (PFSAs) and community leaders on topics relevant to the effective implementation of the project. All community work is coordinated with the Community Participation Department.

### Logistics

5. Commodities are shipped to the port of Santo Domingo, stored in the central warehouse, and transported by truck to three regional warehouses and subsequently to the schools store rooms. Full-time staff work on the distribution as well as on the reporting process. Electronic distribution, invoicing and accounting systems are in place.



## Areas covered and beneficiaries

6. The project areas and beneficiaries are as follows:

Regional office	BENEFICIARIES				Overall total	No. of schools included in the programme (distribution points)
	Females		Males			
	%	Total	%	Total		
01- Barahona	48	18 689	52	20 247	38 936	186
02- San Juan de la Maguana	45	18 693	55	22 848	41 541	262
03- Mao	47	6 765	53	7 629	14 394	128
04- Montecristi	47	10 302	53	11 618	21 920	159
<b>Total</b>	<b>47</b>	<b>54 449</b>	<b>53</b>	<b>62 342</b>	<b>116 791</b>	<b>735</b>

## FOOD MANAGEMENT

7. WFP has committed 4,778 tons of commodities (wheat, dried skimmed milk, vegetable oil, canned meat/fish and sugar). A total of 3,898 tons had been delivered to the project by 31 December 1997. A total of 446 tons of vegetable oil and 1,135 tons of sugar was exchanged or monetized to obtain 1,062 tons of rice and 141 tons of fortified corn meal, because of the local availability of these products and in view of the Government's commitment to take over the project. Since local rice was too expensive, fortified corn flour was purchased instead. The Government agreed to subsidize the exchange of sugar for rice by providing the rice at comparative international rather than national prices, up to 1,062 tons of rice. The balance of the exchange was completed with 141 tons of fortified corn meal, a product reasonably priced by international standards and accepted by the children.
8. The project started in the middle of the school year at a slow pace with commodities borrowed from other WFP ongoing projects. During the first two years only 85 percent of the targeted beneficiaries were covered.
9. An ad hoc selling and buying committee formed by the Government and WFP is in charge of monetization and the purchase of local food products. The committee is also responsible for overseeing procedures and norms for the utilization of locally generated funds. The monetization fund was audited in 1996. The audit concluded that it was well administered and cost-effective.
10. The Project Execution Unit is responsible for:
  - a) administering the central and regional warehouses (maintenance, administrative staff salaries, fumigations and other preventive treatments, cleaning, etc.);
  - b) planning, coordinating, managing and reporting on the dispatch of commodities to the warehouses and schools;



- c) designing, establishing and providing follow-up to internal control procedures in order to guarantee adequate management of food and other resources provided by WFP, and of those provided by other organizations; and
- d) supervising schools together with the school Directors and the PFSA's who are responsible for receiving, managing and controlling the food commodities. The food is cooked and distributed by parents, who frequently rotate their duties.

## GOVERNMENT'S CONTRIBUTION

11. The Government counterpart (the Ministry of Education) is responsible for customs clearance procedures and for covering expenses incurred in delivering commodities to their final destination. It also distributes commodities to beneficiaries and monitors on-site distribution through the Project Execution Unit.

	No. of persons	Amount (dollars)	% of commitment
Project Execution Unit, monitors and logistics support	55	920 500	71
Follow-up, monitoring and evaluation	0	150 000	70
Operational costs: customs clearance, transportation at the local level, warehouse facilities	0	257 000	59
Warehouse space and maintenance	0	259 000	
Deworming programme	1	10 300	172
<b>Total</b>		<b>1 596 800</b>	

## EXTERNAL ASSISTANCE

12. The European Union, through the Integral Health Programme (PRISA) of the Ministry of Health, donated 1,500 filters for drinking-water to the Barahona region schools, valued at 8,220 dollars. Evaluation workshops were organized by the Border School Feeding Programme (PAE Fronterizo), supported by funds from the World Bank. In addition, 21 motorcycles, three large trucks and three small trucks valued at 170,000 dollars were purchased through the World Bank Project "Improvement of Basic Education". Technical assistance was also provided through training programmes. WFP provided cooking utensils, gas stoves and latrine equipment with funds from Italy and Norway.



## ASSESSMENT

### COMPARISON OF TARGETS AND ACHIEVEMENTS (as at 31 December 1997)

Component	According to plan of operations	As per plan of operations amended on 3.12.97	Achievements as at 31.12.97	% of prorated target
No. of boys benefited	100 000	100 000	61 894	
No. of girls benefited			54 898	
Total no. of school children benefited			116 792	117
No. of PFSA's	600	600	735	123
No. of training sessions	189	189	298	158
No. of participants in training sessions	3 600	3 600	3 538	98
No. of rations distributed <sup>1</sup>	51 300 000	51 300 000	29 856 313	58

<sup>1</sup> The number of rations is calculated on the basis of the total number of children who consume a daily ration for a period of 20 days a month.

13. The project started in April 1995 at 555 schools (59 percent of the original target of 930), and benefited 86,088 (34 percent of 201,366) pre-school and elementary students. During the period October to December 1997, of the 996 schools in the Haitian Border area with 224,472 students, 735 schools (73 percent) schools and 116,792 students (52 percent) benefited from the project.
14. Monitoring activities (10,985 visits), annual evaluations (three workshops) and training activities took place. Technical staff, teachers and community members were trained through:

No. of events	Type of event	Topics	No. of trainees	
			Women	Men
298	Courses	Basic nutrition, hygiene, and proper care and storage of food commodities	1 932	1 606
441	Workshops	Environmental conservation; How to prevent parasite infections; Community problems and solutions	7 930	5 206
428	Educational conferences	Toilet installation, and correct use and hygiene	12 340	11 263
470	Seminars	Community integration; The importance of kitchen gardens	7 887	6 920
1	Training workshops	Educational summer camps	25	18



15. The food aid provided on a regular basis has: a) decreased the rate of school drop-outs from nine to four percent (Barahona Regional Office); b) increased the rate of children promoted from 76 to 90 percent (Barahona Regional Office); c) decreased the rate of failure from 15 to six percent (Barahona Regional Office); and d) contributed to increasing family incomes and improving children's well-being.
16. The availability of a hot meal early in the school day has contributed to sustaining the children's interest in school work and increased their attention span.
17. The support received from local and international NGOs, grass-roots organizations, international organizations and private companies was achieved through effective mobilization of resources carried out by monitors and regional coordinators.
18. New school associations were established and others were strengthened; this has resulted in: a) a greater and more active participation of community members in school activities, and courses and workshops (98 percent); b) improved knowledge of community members on the schools' role; c) greater confidence of the community in the educational system; and d) effective control of food aid use and distribution, with the active participation of women.
19. Training courses in environmental protection and the use of gas stoves have contributed to a reduction in deforestation.
20. The participation of women in training courses resulted in their playing an active role in the administration of food aid. Nearly 95 percent of the members of nutrition committees are women.
21. The project has received support from projects No. 2798.01—"Development of the highlands" and 4549.00—"Support to the slum areas" to: a) introduce Educational Summer Camps in five schools in order to encourage and promote the conservation of natural resources; and b) repair warehouses, school kitchens and latrines to improve sanitary conditions in 143 schools.

## DIFFICULTIES AFFECTING THE PROJECT

22. The project suffered at the initial stage because of a lack of transportation for the initial distribution, causing a delay in commodity deliveries. During the first 18 months, the Government counterpart considerably delayed the provision of funds for customs clearance, thus bringing about delays in food distribution and, consequently, project activities. Technical staff assigned to the project were unable to work full-time during the first two years of execution.

## CONCLUSIONS

23. Over 90 percent of WFP aid is concentrated in the poorest and most depressed regions of the country.
24. The delay in receiving resources and commodities limited the operational aspects of the project. However, as soon as they were obtained and distributed, activities developed effectively.
25. Food aid promotes and strengthens active community participation. The project has motivated parents to send their children to school on a regular basis.



26. Wheat, vegetable oil, milk and canned fish and meat were imported; other products, such as rice and fortified corn meal, are produced locally and were purchased for the project. This has favoured the local economy.
27. Support provided to the project (i.e., trucks and motorcycles) by other organizations has enhanced its efficiency.
28. Further goals were achieved with the support given by other projects: project No. 2798.01 supported, with food aid, the construction of school kitchen gardens and the provision of technical assistance for creating Educational Summer Camps; project No. 4549.00 provided non-food items (toilet bowls and construction materials for rebuilding school kitchens and latrines).
29. The number of women attending training sessions increased to 62 percent. This contributed to expanding their knowledge of several topics and to empowering them, as well as enhancing decision-making.
30. Government participation in and support to the project have increased systematically since 1996. This is an indicator of advancement and sustainability, as evidenced by the following:
  - a) The timely delivery of resources for customs clearance, and improved administrative support and warehouses maintenance.
  - b) Since September 1997, the Border Urban Poverty programme has been supporting another 38 schools in the area, benefiting 26,937 students. An agreement was signed by “Women in Development” and CIDEAL (a Spanish NGO) to build a bakery which provides 5,000 daily rations to the same number of beneficiaries in the Northwestern Region.
  - c) In January 1997, a new modality called “Fund Transfer” was initiated within the School Feeding Programme. It was implemented as a pilot project in a school. This will facilitate the transfer of funds to a District Executive Committee, which will then provide the necessary resources to schools in remote rural areas for buying food locally. Training, monitoring, administration, control and evaluation have been carried out.
31. Community participation has also been a key factor in the successful implementation of the project. The example given by members of the School Associations is invaluable and praiseworthy, and has served to promote the support of other community members and of public and private institutions.
32. The initiatives and experiences of civil society, as well as the community’s support to project activities, are evidence of the project’s sustainability.
33. The Government is making efforts to benefit one million schoolchildren. At the moment, approximately 500,000 children are direct beneficiaries of the Ministry of Education and 117,000 of the WFP project.





## ANNEX



**FOOD MANAGEMENT (in metric tons)**

<b>Commodity</b>	<b>Commitment</b>	<b>Revised commitment</b>	<b>Delivered as at 31/12/97</b>	<b>Monetized/exchanged</b>	<b>Distributed as at 31/12/97</b>	<b>Losses</b>	<b>Availability in country</b>
Dried Skimmed Milk	1 026	647	172	-	172		
Wheat	2 565	1 755	1 350	-	-	5.8 <sup>1</sup>	1 344 <sup>2</sup>
Vegetable oil	770	326	326	-	247	0.2 <sup>3</sup>	79
Vegetable oil for monetization	801	446	446	280	-		166
Canned fish	-	150	150	-	150		
Canned meat	-	319	319	-	132		187
Sugar	-	1 135	1 135	1 135	-	2.2 <sup>4</sup>	
Rice	-	-	-	-	1 062 <sup>5</sup>	26.6 <sup>6</sup>	
Fortified corn meal	-	-	-	-	141 <sup>5</sup>		
<b>Total</b>	<b>5 162</b>	<b>4 778</b>	<b>3 898</b>	<b>1 415</b>	<b>701</b>	<b>8</b>	<b>1 776</b>
<i>Percentage</i>	<i>100</i>	<i>100</i>	<i>82</i>	<i>36<sup>7</sup></i>	<i>18<sup>7</sup></i>	<i>0<sup>7</sup></i>	<i>40<sup>7</sup></i>

<sup>1</sup> Losses during discharge, unfit for human consumption.

<sup>2</sup> Milled before distribution to schools.

<sup>3</sup> Cans broken during transport.

<sup>4</sup> Spoiled due to humidity.

<sup>5</sup> Local purchase.

<sup>6</sup> Loss due to humidity.

<sup>7</sup> Percentage of total delivered.