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**Executive Board  
Annual Session**

**Rome, 3–6 June 2013**

# PROJECTS FOR EXECUTIVE BOARD APPROVAL

Agenda item 9

*For approval*



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## DEVELOPMENT PROJECTS – CÔTE D'IVOIRE 200465

### Support for the Integrated Programme for Sustainable School Feeding

Number of beneficiaries	571,000
Duration of project	September 2013–December 2015
WFP food tonnage	33,910 mt
<b>Cost (United States dollars)</b>	
WFP food cost	18,320,173
Cash transfer cost	2,800,000
Total cost to WFP	42,489,225

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## NOTE TO THE EXECUTIVE BOARD

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

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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## EXECUTIVE SUMMARY

During the past two decades Côte d'Ivoire has been through a socio-political crisis that has slowed down its socio-economic development. This has impacted negatively on human development indicators, triggering disinvestment in the livelihoods of vulnerable rural groups and a reduction in school enrolment rates, especially among girls. Poverty has increased and vulnerability to food insecurity has intensified, notably in the west and north of the country.

In March 2012, the Ivorian Government formulated its National Development Plan for 2012–2015,<sup>1</sup> with support from its technical and financial partners. The plan serves as a framework of reference for actions directed towards the socio-economic recovery of the country. It seeks to lay the foundations for Côte d'Ivoire to feature among the emerging countries by 2020. As regards basic education, the aim is to raise the net rate of enrolment in primary schooling to 70 percent by 2015.

The Poverty Reduction Strategy Paper 2009–2013<sup>2</sup> reports a net enrolment rate in 2008 of 56 percent in primary schools (of which 53 percent were girls). The girl/boy ratio stands at 0.88. The level of completion of primary studies remains low at 42 percent. In rural areas, it is not unusual for children to drop out of school or to fail to enrol because of the lack of infrastructure or displacement caused by the fighting. In the north of the country, the refusal of some parents to send their daughters to school for cultural reasons exacerbates the gap between girls and boys.

In April 2012, the Ministry of National Education formulated the National School Feeding Strategy for 2012–2017, acting through the National Directorate of School Feeding and with technical assistance from WFP and the United Nations Development Programme. WFP will intervene in the following priority districts: Bas Sassandra, Montagnes, Woroba, Denguélé, Savanes and Zanzan.

The project aims to raise school attendance rates in rural areas, particularly among girls, and to build the capacity of the National Directorate of School Feeding so that it can successfully implement its sustainable school feeding programme.<sup>3</sup> Daily rations will be provided for 571,000 children (49 percent girls); these will include micronutrient powder for children of the district of Zanzan, where micronutrient deficiencies are the most pronounced.

<sup>1</sup> Republic of Côte d'Ivoire. 2012. *National Development Plan 2012–2015*, vol. 2: Political, economic, social and cultural analysis.

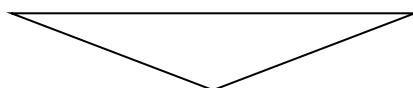
<sup>2</sup> Republic of Côte d'Ivoire. 2009. *Stratégie de relance du développement et de réduction de la pauvreté*. Abidjan.

<sup>3</sup> Ministry of National Education, National Directorate of School Feeding. 2012. *Stratégie nationale de l'alimentation scolaire en Côte d'Ivoire*. Abidjan.

WFP will work with other United Nations agencies, in particular the United Nations Children's Fund, the United Nations Development Programme and the World Health Organization to supply a minimum package of educational provisions. This partnership will operate in accordance with the United Nations Development Assistance Framework 2013–2015, which was revised in November 2012 to accommodate the Government's priorities in the National Development Plan for 2012–2015.

The school feeding project for 2013–2015 is in line with Strategic Objectives 4 and 5 of WFP's Strategic Plan for 2008–2013, and will contribute towards the achievement of Millennium Development Goal 2.

## DRAFT DECISION\*



The Board approves the proposed development project Côte d'Ivoire 200465 – “Support for the Integrated Programme for Sustainable School Feeding” (WFP/EB.A/2013/9-A/1).

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

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## SITUATION ANALYSIS

1. Côte d'Ivoire has 22 million inhabitants, of whom 70 percent live in rural areas. The country is a leading producer of cocoa and coffee. It has genuine agricultural potential and significant mineral and oil resources that have helped to ensure sustained economic growth since independence in 1960. However, the socio-political upheavals of the past two decades have seriously affected the country's development.
2. In 2011, the country ranked 170<sup>th</sup> of 187 countries in the United Nations Development Programme's Human Development Index, with a per capita annual income of US\$1,070. The percentage of people living below the poverty line increased fivefold from 10 percent in 1985 to 50 percent in 2008 (of whom 62 percent lived in rural areas).<sup>4</sup> The post-election crisis of November 2010 prompted massive population displacement and exacerbated livelihood difficulties in the conflict zones in the south, southeast and west and in the north and central regions hosting displaced populations. The country imports 50 percent of its annual rice needs, which amount to 1.5 million mt.
3. The markets are supplied between September and January, corresponding to the harvest period. However, the poor state of roads and the proliferation of roadblocks in certain areas tend to drive up the prices of food items, making them unaffordable to poor households. The mid-term assessment of the crop year conducted in October 2012 by the Ministry of Agriculture, WFP and the Food and Agriculture Organization of the United Nations (FAO) indicated good harvest<sup>5</sup> prospects. But household cereal supplies in the west and north will only cover four to five months of needs because of the insecurity and late return of displaced people and refugees in the west and a lack of agricultural inputs in the north.
4. Studies carried out in the last quarter of 2012<sup>6</sup> suggest a gradual improvement of household food security and good harvest prospects for 2013. However, food consumption in 20 percent of households is insufficient in the districts of Montagnes and Bas Sassandra affected by insecurity and lack of rainfall in 2012. There is a risk that food stocks will be inadequate in the district of Savanes, where basic infrastructure is lacking and agro-ecological conditions are unfavourable, unless measures are taken to support crop cultivation and to guarantee access to food during the lean season from May to September.
5. At the national level, 75 percent of children under 5 are affected by anaemia, of whom 45 percent are moderately anaemic and 4 percent are severely anaemic. This constitutes a serious public health problem. Children in rural areas (79 percent) are more frequently affected than those in urban areas (68 percent). Five percent of school-age children are affected by iodine deficiency. The percentages of households consuming iodized salt remain low in the districts of Montagnes (20 percent), Bafing (40 percent) and Cavally (50 percent).<sup>7</sup>

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<sup>4</sup> United Nations Development Assistance Framework (revised) 2013–2015.

<sup>5</sup> Ministry of Agriculture, Ministry of Animal and Fishery Resources, WFP, FAO: Mid-Term Crop and Food Security Assessment Mission, October 2012.

<sup>6</sup> Ministry of Agriculture/FAO/WFP: Integrated Food Security Phase Classification (IPC), December 2012.

<sup>7</sup> Ministry of Health and the Fight against AIDS, National Institute of Statistics, MEASURE Demographic and Health Survey (DHS), ICF International: Multiple Indicator Demographic and Health Survey (EDSCI III), preliminary report, July 2012.

6. Chronic malnutrition is close to 40 percent in the north and northeast. The Côte d'Ivoire Demographic and Health Survey (EDSCI III)<sup>7</sup> indicates that at the national level, 28 percent of children are suffering from chronic malnutrition, of whom 12 percent are severely malnourished. The survey findings indicate that the prevalence of chronic malnutrition among children varies according to the level of education of the mother, reaching 30 percent when the mother has little or no schooling and falling to 13 percent when the mother has attended secondary or higher studies.
7. The global acute malnutrition rate was 7.1 percent in 2012. Although this is below the 10 percent threshold characterizing a serious situation, global acute malnutrition is up from the 5.4 percent rate in 2011. There are strong disparities among regions: some, for example the northeast, have global acute malnutrition rates of over 11 percent. Indicators in the district of Zanzan cause the greatest concern: anaemia at 77 percent, acute malnutrition at 11 percent and chronic malnutrition at 39 percent.<sup>7</sup>
8. The prevalence of HIV is estimated at 3 percent. Schooling provides better protection against HIV and AIDS and makes it easier for women to find work. A study in Uganda<sup>8</sup> showed that each additional year of girls' schooling reduced the risk of contracting HIV by 6.7 percent. Hence there is a need to encourage parents to send their daughters to schools participating in the school feeding programme and to keep them there, and to organize HIV/AIDS awareness sessions in those schools.
9. The national social protection strategy indicates that absence or early drop-out constitute serious risks for children and compromise their development. The multiple-indicator cluster survey (MICS) of 2006 showed that 30 percent of school-age children had never been to school. There is also a significant drop-out rate throughout the primary school cycle, with only 46 percent reaching the final year. Over half of all children do not complete primary education, and will probably be illiterate in adulthood.
10. For the educational system to function properly, classrooms will need to be (re)built and teachers recruited for primary schools in the interior of the country. The Government's intention is to use the school feeding programme to keep children at school.<sup>9</sup> The national school feeding strategy for 2012–2017 operates under the slogan: "one school, one school feeding project, one group". This expresses the Government's desire to achieve, as soon as possible, a phased empowerment of school feeding management and to supply schools with local products only. This strategy requires an increase in the production capacity of local women's groups and training in functional literacy. The national school feeding strategy has three aims: i) improving school performance; ii) upgrading the data management system and; iii) ensuring adequate mobilization of human and financial resources.

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<sup>8</sup> De Walque, D. 2004. *How Does the Impact of an HIV Information Campaign Vary with Educational Attainment? Evidence from Rural Uganda*. Washington DC, World Bank.

<sup>9</sup> National Development Programme 2012–2015.

## PAST COOPERATION AND LESSONS LEARNED

11. Since 1989, WFP has supported the implementation of several school feeding programmes. During the two years of the crisis in 2010–2012, the school feeding programme, which had until then been implemented as a development project, had to adapt to changing circumstances and was integrated into a protracted relief and recovery operation (PRRO).
12. Development project 107590 (2009–2013) was interrupted in 2011 and replaced by PRRO 200066 to encourage a reopening of schools and a process of social cohesion in a context of crisis and food insecurity. The provisional report of the revised United Nations Development Assistance Framework (UNDAF) 2013–2015 confirms the importance of school feeding in enhancing education and school results. Between July 2010 and December 2012, the ratio of girls to boys rose from 0.74 to 0.8 in WFP-assisted schools.<sup>10</sup>
13. The improvement in the socio-political situation favours the return of a development-oriented school feeding programme. The current 2013–2015 transition phase will serve to align WFP's intervention with the UNDAF cycle before it starts in January 2016. The rehabilitation of school infrastructures, the return of teachers, the redeployment of administration to the local level should facilitate a revival and rapid reorganization of school feeding management committees and help to achieve sustainability.
14. In 2012, food supplies and resources provided by WFP and the Government for the *Direction nationale des cantines scolaires* (DNCS, National Directorate of School Feeding) enabled 5,000 school feeding projects to function properly. WFP assisted 500,000 children in 3,000 schools in the priority districts. The Government assisted 300,000 children in 2,000 schools in non-priority districts, applying the same intervention strategy as WFP.

## STRATEGIC FOCUS OF THE DEVELOPMENT PROJECT

15. WFP is the main partner designated by the Government to implement the national school feeding programme. Its proven ability to analyse the food and nutrition security situation are major assets. WFP's systems of data management, tracking and reporting will ensure optimum transparency for financial partners. WFP will help the DNCS to develop its expertise in these areas and to establish similar systems.
16. The project will aim to raise school attendance rates in rural areas, particularly among girls, and to build DNCS capacity so that it can implement its sustainable school feeding programme.
17. The primary objective of the project is to increase net enrolment by 3 percent per year and to achieve a girl/boy ratio of 0.96 by the end of 2015 in the target areas. This relates in particular to achievement of Goal 1 of Strategic Objective 4: to help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger.
18. WFP will also seek to combat nutritional deficiencies among schoolchildren with a view to improving learning and educational success. They will receive fortified food products and regular nutritional education.

<sup>10</sup> WFP Standard Project Report, March 2013.



19. WFP will continue to advocate for greater political commitment to school feeding in basic education and for the resources needed to achieve Goal 3 of Strategic Objective 5: Strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger.
20. The project will contribute towards the achievement of the second<sup>11</sup> and third<sup>12</sup> outcomes of the UNDAF (2009–2015). The revised UNDAF is aligned with three<sup>13</sup> of the five priorities of the National Development Plan for the period 2012–2015 and supports Millennium Development Goal 2. The project conforms to the Poverty Reduction Strategy Paper<sup>14</sup> and the national school feeding strategy for 2012–2017.
21. The project has four main components: i) provision of a balanced daily school meal for 571,000 children to enhance attention spans and attendance; ii) distribution of a quarterly take-home ration or equivalent cash transfer for 25,000 girls in grades four and five with an attendance rate of at least 80 percent; iii) distribution of micronutrient powder for 102,000 schoolchildren in the district of Zanzan; and iv) developing the capacity of the DNCS and local school feeding management committees. One element of the strategy will be coordination of action under the Global Partnership for Education.
22. WFP will intervene in the following priority districts: Bas Sassandra, Montagnes, Woroba, Denguélé, Savanes and Zanzan. Geographical targeting was based on a composite indicator of levels of food insecurity, prevalence of chronic malnutrition, rates of school enrolment and levels of poverty. The target districts in the west and southwest host a large number of returnees and displaced people; those in the north and northeast have limited social services.<sup>15</sup> PRRO 200464 will also operate in the districts of Bas Sassandra, Montagnes and Zanzan with community asset creation and nutrition activities with a view to complementarity among WFP's interventions<sup>16</sup> in these regions. The selection of schools in the priority areas to be assisted by WFP will be carried out with the DNCS on the basis of criteria related to availability of drinking water, basic infrastructure and school feeding sites, and accessibility and community motivation.

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<sup>11</sup> By 2015, poor populations and vulnerable groups, in particular women, young people, displaced people and ex-combatants, will have improved incomes and food security and will live in a healthy and sustainable environment.

<sup>12</sup> By 2015, vulnerable populations, in particular women and children, will benefit equitably from quality basic social services and social protection (education, health, HIV/AIDS, social services, drinking water).

<sup>13</sup> National Development Plan priorities concerned: i) populations live in harmony in a secure society in which good governance is assured; ii) [...]; iii) populations – in particular women, children and other vulnerable groups – have equitable access to quality social services; iv) populations live in a healthy environment and adequate living conditions, with particular attention to access to drinking water, improved sanitation systems, upgraded urban infrastructure, effective management of natural resources, and management of risks and natural disasters.

<sup>14</sup> Poverty Reduction Strategy Paper, January 2009.

<sup>15</sup> Office for the Coordination of Humanitarian Affairs (OCHA). 2012. *Humanitarian Needs in the Transition Period*. Geneva.

<sup>16</sup> PRRO support will include the repair of schools and roads, and nutritional interventions.



TABLE 1: BENEFICIARIES BY ACTIVITY AND SCHOOL YEAR							
Activity	School year 2013–14		School year 2014–15		School year 2015–16		TOTAL
	Boys	Girls	Boys	Girls	Boys	Girls	
School meals	291 210	279 790	262 089	251 811	235 875	226 625	571 000
Take-home rations	-	15 000	-	15 000	-	15 000	15 000
Cash transfers	-	10 000	-	10 000	-	10 000	10 000
Micronutrient powder	42 840	41 160	47 124	45 276	51 836	49 804	101 640
<b>TOTAL</b>	<b>291 210</b>	<b>279 790</b>	<b>262 089</b>	<b>251 811</b>	<b>235 875</b>	<b>226 625</b>	<b>571 000</b>

23. The 10 percent annual reduction in the number of WFP-assisted children corresponds to an increase in the number assisted by the Government as part of the gradual hand-over of responsibilities.
24. A feasibility study conducted in December 2012 in the district of Savanes<sup>17</sup> indicated that markets are integrated and relatively well supplied, but that low-income households have limited access to the markets. The study advocates the introduction of a pilot cash transfer component aimed at encouraging low-income households to enrol and keep their daughters at school. Instead of take-home dry rations, 10,000 girls will receive cash transfers each quarter. These will provide households with more flexible resources, will contribute to community economies and will encourage households to engage in income-generating activities. The transfers will be carried out through micro-finance structures or mobile phone facilities. The localities will be targeted in accordance with the capacity of markets to meet the additional demand and the viability of the mobile phone network or existing micro-finance institutions.
25. Problems of health and chronic malnutrition among children will be dealt with through implementation of a minimum package of educational provisions<sup>18</sup> in partnership with the National Nutrition Programme, the National School and University Health Programme, the United Nations Children's Fund (UNICEF), the World Health Organization and the United Nations Educational, Scientific and Cultural Organization (UNESCO). These interventions will revolve around the "Nourishing Bodies, Nourishing Minds"<sup>19</sup> initiative. WFP will supply micronutrient powder to reduce micronutrient deficiencies among beneficiary children with a view to enhancing cognitive capacity and minimizing risks of illness.<sup>20</sup> The targeting will gradually extend to all children of beneficiary schools in the

<sup>17</sup> WFP. 2012. *Preliminary Mission Report on the Feasibility of Cash Transfers in the Districts of Savanes and Woroba in the North of Côte d'Ivoire*.

<sup>18</sup> The activities of deworming, nutritional education, hygiene and HIV/AIDS awareness-raising, use of clean water and sanitation, improved stoves, and food and horticultural crop production by women's groups in support of school feeding will be carried out at the same time.

<sup>19</sup> The "Nourishing Bodies, Nourishing Minds" partnership launched at the World Economic Forum in Davos in January 2013 will enhance collaboration between WFP, UNICEF and UNESCO with the aim of increasing access to quality education.

<sup>20</sup> WFP/World Bank. 2011. *Rethinking School Feeding*. Available at: <http://www.wfp.org/content/rethinking-school-feeding-social-safety-nets-child-development-and-education-sector>

district of Zanzan where micronutrient deficiencies are the most pronounced. All children receiving DNCS and WFP assistance in the country will receive deworming treatment.

26. In partnership with the National Literacy Service and WFP, and through the women's groups involved in agricultural production, the DNCS will conduct functional literacy sessions for mothers, who will also be made aware of the importance of schooling, especially for girls. These literacy sessions will enable the women to improve their production techniques and to familiarize themselves with the basics of financial management.
27. WFP's involvement in the delivery of the national school feeding strategy will permit a shared analysis of actions needed, leading to a DNCS-WFP joint action plan.
28. WFP will make technical, material and financial resources available to the DNCS to support implementation of the school feeding strategy. In particular, WFP will help to produce and disseminate training manuals and materials for school feeding managers. WFP will also provide the DNCS with technical assistance in managing the food supply pipeline and food stocks. The transfer of skills will be achieved through training and missions to exchange experience. Use will be made of the opportunities offered by the Centre of Excellence in Brazil and partnerships with the private sector. At the same time, WFP will continue to call for the Government to commit the necessary resources and for the roles and responsibilities of all the ministries involved to be determined beforehand.
29. WFP will emphasize the need for the communities to be well prepared. Their capacities will be assessed so that the transfer of responsibilities can be seamless and so that previously achieved education objectives can be maintained. The project period will be exploited to consolidate the integrated sustainable school feeding programme. Part of the CFA 25 (US 5 cents) contribution from parents per meal and child will serve to buy condiments and vegetables, to pay the cooks and to cover other costs associated with the sustainability programme. The existing food scholarship system will enable children from the poorest families to have cost-free access to school meals.
30. The partnership between the DNCS, WFP and the National Agency for Support to Rural Development will enable women's groups involved in functional literacy sessions for mothers to continue to receive technical support for agricultural production, which is enjoyed by 970 of the 1,200 groups currently benefiting from such support. The objective is to improve the production and incomes of these groups so that they can contribute to the functioning of community school feeding projects from 2016. In exchange, the groups will allocate one-third of their production to the DNCS at a fixed price, with the rest sold or used by the group members.

<b>TABLE 2: RATION/CASH TRANSFER (g/person/day)</b>				
<b>Food items</b>	<b>School meals</b>	<b>Take-home ration</b>	<b>Cash transfer</b>	<b>Micronutrient powder</b>
Cereals	150	111*	-	-
Pulses	30	-	-	-
Fortified vegetable oil	10	-	-	-
Iodized salt	5	-	-	-
Micronutrient powder	-	-	-	0.4
<b>TOTAL</b>	<b>195</b>	<b>111</b>	<b>-</b>	<b>0.4</b>
Cash transfer (US\$/person/day)	-	-	<b>0.09**</b>	-
<b>Total kcal/day</b>	<b>737</b>	<b>404</b>	<b>-</b>	<b>-</b>
Number of days	120	270	270	120

\* This ration is calculated on the basis of 5 people per household, each of which receives 50 kg per quarter for three quarters, or 270 days.

\*\* This amount is calculated on the basis of 5 people per household, each of which receives US\$40 per quarter for three quarters, or 270 days.

31. The rations have been established in line with WFP guidelines on school feeding.<sup>20</sup> A ration corresponding to a half-day of school consists of rice, pulses and fortified foods such as vegetable oil and iodized salt. The families will provide vegetables, condiments and animal protein in cash or kind. The take-home ration distributed each quarter consists of a sack of rice of 50 kg; rice has been chosen because it accounts for a significant proportion – an estimated 11 percent – of the budget of vulnerable households.<sup>21</sup> The guidelines state that the take-home ration should equate to between 10 percent and 50 percent of the annual income of targeted households. Distribution is in 50 kg sacks, which is easier and provides greater transparency for the beneficiaries.
32. The sum allocated to cash transfers amounts to CFA 20,000 – US\$40 – per household per quarter. The money will be paid to mothers whose daughters meet the required conditions. Prior information sessions will be held to explain the conditions, transfer periods and details of the process.

<sup>21</sup> Calculated on the basis of available data on household incomes and expenditures.

<b>TABLE 3: PLANNED FOOD REQUIREMENTS (mt)/CASH TRANSFERS (US\$)</b>				
<b>Food items</b>	<b>School meals</b>	<b>Take-home ration</b>	<b>Micronutrient powder</b>	<b>Total</b>
Cereals	20 526	6 750	-	<b>27 276</b>
Pulses	4 405	-	-	<b>4 405</b>
Fortified vegetable oil	1 468	-	-	<b>1 468</b>
Iodized salt	751	-	-	<b>751</b>
Micronutrient powder	-	-	10	<b>10</b>
<b>TOTAL (mt)</b>	<b>27 160</b>	<b>6 750</b>	<b>10</b>	<b>33 910</b>
<b>Cash transfers (US\$)</b>	-	<b>2 800 000</b>	-	<b>2 800 000</b>

33. In November 2012, a WFP evaluation mission to the north and northeast of the country confirmed the feasibility of purchasing locally from small producers along the lines of Purchase for Progress. The International Fund for Agricultural Development (IFAD) is already implementing a food security project in these regions based on support for farmers' organizations and small producers. WFP will work in cooperation with IFAD, FAO and the Ministry of Agriculture. Local purchases will be introduced progressively to allow producer groups, mainly women, to adjust and gradually broaden their outlets. Interventions targeting small producers are one of the preferred approaches of the national food security strategy.<sup>22</sup>

## MANAGEMENT, MONITORING AND EVALUATION

34. *Coordination.* At the national level, coordination will be carried out by the Education Sector Group and by the School Feeding Steering Committee for matters relating to the sustainability programme. Technical and financial partners will help the Government to seek financing for the Medium-Term Action Plan (2012–2015). At the local level, regular meetings between WFP and the Office of the DNCS regional adviser on school feeding will discuss constraints and determine remedial actions.
35. *Capacity.* WFP has two sub-offices, one in Bouaké that supervises activities in the north and northeast, and one in Man responsible for the district of Montagnes. Activities in the southwest are supervised by the WFP office in Abidjan. There are plans to open a third sub-office in Korhogo to cover the districts of Savanes, Zanzan and Denguélé.
36. *Monitoring and evaluation.* The monitoring and evaluation system is designed according to the principles of results-based management. The logical framework and the monitoring and evaluation matrix include indicators by Strategic Objective, responsibilities for data collection, related frequency and their use. Indicators for food consumption of selected households, coping strategies and girls' educational results will be added to compare the outcomes of cash transfers with those of take-home rations. Data collection and processing tools have been put in place at the central and local levels. The collection and transmission of data will be supported by the decentralized entities of the DNCS.

<sup>22</sup> OCHA, Côte d'Ivoire 2013. *Humanitarian Needs in the Transition Period, December 2012.*

37. Beneficiary data by gender and age group will be collected and transmitted each month. The forms filled by school heads will be collected by the inspectorate advisers and collated at inspectorates of primary education level for forwarding to regional directorates of national education. The data will subsequently be consolidated and analysed in Abidjan.
38. The DNCS will provide WFP with monthly reports on food distributions and cash transfers and with quarterly narrative reports. There will be two evaluations, one at the beginning of the project, the other at the end. The first will be based on a sample of target schools before project initiation. The external end-of-project evaluation will focus on performance and the parity and efficiency of actions undertaken.

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## RISK MANAGEMENT

39. The primary risk is a resurgence of insecurity, particularly along the Liberian border where armed groups patrol and firearms circulate. There were incidents there between May and August 2012. The Government and technical and financial partners have cooperated with a view to disarmament, the reintegration of young people, the return of occupied land and support for its development.
40. The DNCS will be responsible for project implementation. WFP will see that agreed aspects concerning governance and transparency reflect WFP standards and that there is an assured continuity of project administration, even in the event of institutional change. Corruption and speculation involving rice are risks that will need to be addressed to ensure project quality. The illiteracy of mothers receiving cash transfers could also hinder understanding of the payment process. Significant market price inflation would obstruct the cash-transfer component. With WFP support, the Ministry of Trade regularly tracks markets through the Food Marketing Board. Timely measures will be taken to ensure the viability of cash transfers.
41. A shortage of resources or late financing would prevent WFP from implementing activities on the expected scale or within the planned timeframe. The zone priority order determined by the DNCS (see map in Annex III giving details of the priority zones 1,2 and 3) will be used for reference should the scale of the project need to be adjusted.

## Security Risks

42. WFP ensures that all its facilities comply with United Nations security standards. WFP is part of the security system established by the United Nations Department of Safety and Security in Côte d'Ivoire.<sup>23</sup> Staff receive regular updates on measures to be taken.

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<sup>23</sup> Only the department of Guiglo is at security level 4. The district of Montagnes is at level 3.

## ANNEX I-A

PROJECT COST BREAKDOWN			
Food <sup>1</sup>	Quantity (mt)	Value (US\$)	Value (US\$)
Cereals and rice	27 276	13 530 200	
Pulses	4 405	2 649 666	
Vegetable oil	1 468	1 871 064	
Micronutrient powder	10	185 095	
Iodized salt	751	84 148	
<b>Total food</b>	<b>33 910</b>	<b>18 320 173</b>	
Cash transfers (US\$)		2 800 000	
<b>Subtotal food and transfers</b>			<b>21 120 173</b>
External transport			3 538 540
Landside transport, storage and handling			5 994 354
Other direct operational costs			2 844 253
Direct support costs <sup>2</sup> (see Annex I-B)			6 212 235
<b>Total WFP direct costs</b>			<b>39 709 556</b>
Indirect support costs (7 percent) <sup>3</sup>			2 779 669
<b>TOTAL COST TO WFP</b>			<b>42 489 225</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 may be amended by the Board during the project.

**ANNEX I-B**

<b>DIRECT SUPPORT REQUIREMENTS (US\$)</b>	
<b>Staff and staff-related costs</b>	
International staff – administrators	792 190
Local staff – national administrators	490 000
Local staff –general service	552 713
Local staff – temporary assistance	1 722 610
Local staff – overtime	19 200
International consultants	155 667
United Nations volunteers	38 000
Duty travel	688 954
<b>Subtotal</b>	<b>4 459 334</b>
<b>Recurring expenses</b>	
Rental of facility	31 630
Utilities (electricity, etc.)	153 585
Office supplies	422 978
Communications equipment	295 241
IT equipment and operating costs	30 333
Light vehicle running costs and maintenance	332 700
Maintenance	19 185
United Nations organization services	3 000
<b>Subtotal</b>	<b>1 288 652</b>
<b>Equipment and capital costs</b>	
Vehicle leasing	285 600
Communications equipment	58 327
Security expenditure	120 323
<b>Subtotal</b>	<b>464 249</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>6 212 235</b>





ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
<p><b>UNDAF Outcome 3</b> By 2015, vulnerable populations, in particular women and children, benefit equitably from quality basic social services and social protection (education, health, HIV/AIDS, social assistance, drinking water)</p>	<p><b>UNDAF outcome indicators</b></p> <ul style="list-style-type: none"> <li>➤ Human development index</li> <li>➤ Level of food security in target areas</li> <li>➤ Rate of chronic malnutrition</li> <li>➤ Boys and girls gross enrolment rate</li> </ul> <p>Target: 70% in 2015</p>	<p>The Government honours its commitments; human and financial resources, and infrastructure, are available.</p> <p>Resources available at the agency level in a timely fashion.</p> <p>Security situation is stable.</p> <p>Institutions are stable.</p> <p>Absence of epidemics.</p>
<b>Strategic Objective 4: Reduce chronic hunger and undernutrition</b>		
<p><b>Outcome 4.1</b> Improved access to education and development of human capital</p>	<ul style="list-style-type: none"> <li>➤ Average annual increase of enrolment rate, by gender. Target: &gt;3%</li> <li>➤ Attendance rate, by gender, in targeted schools; Target: &gt; 80%</li> <li>➤ Attendance rate of girls receiving take-home rations</li> <li>➤ Attendance rate of girls receiving cash transfers</li> <li>➤ Girl/boy ratio in WFP-assisted schools Target: 0.96</li> <li>➤ Pass rate of girls and boys to higher class Target: &gt; 50%</li> </ul>	<p>The ration is accepted by the beneficiaries.</p> <p>Complementary programmes are implemented by partner organizations.</p> <p>Financial resources are available to avoid stock shortages.</p> <p>The Government is committed.</p>
<p><b>Outcome 4.2</b> Targeted households have increased access to productive and non-productive assets</p>	<ul style="list-style-type: none"> <li>➤ Proportion of targeted women with sufficient income to meet basic household needs Target: &gt; 25%</li> </ul>	
<p><b>Output 4.2.1</b> Food is distributed in sufficient quantity and with adequate quality in the targeted schools</p>	<ul style="list-style-type: none"> <li>➤ No. of girls and boys receiving hot meals in the assisted school feeding projects</li> <li>➤ No. of primary schools receiving timely food supplies</li> <li>➤ Quantity of food distributed</li> </ul>	
<p><b>Output 4.2.2</b> Timely deworming of assisted schoolchildren</p>	<ul style="list-style-type: none"> <li>➤ No. of girls and boys receiving deworming treatment</li> </ul>	

ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
<b>Outcome 4.3</b> Micronutrient deficiencies are reduced among the assisted children	➤ Prevalence of anaemia among assisted children in the district of Zanzan	
<b>Output 4.3.1</b> Targeted children have a balanced diet	➤ Number of children receiving micronutrient powder Target: 101,640	
<b>Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase</b>		
<b>Outcome 5.1</b> Hunger solutions are identified and integrated into national policies	➤ Index of national capacity per hunger solution for the school feeding projects	Communities and local authorities take part. Financial resources are available.
<b>Output 5.1.1</b> Strengthened national capacity for supervision and management of school feeding	➤ No. of DNCS staff trained in school feeding supervision and management. Target: 150 (50 per year)	
<b>Output 5.1.2</b> Support to the national strategy of sustainable school feeding	➤ Proportion of school feeding projects benefiting from the participation of communities Target: > 30% ➤ % of distributed cereals purchased locally Target: 1,500 mt; 5% ➤ % increase in budget allocated by the Government to the DNCS Target: 5% per year ➤ No. of DNCS storage facilities using the computerized stock management system Target: 3 (1 per year)	
<b>Output 5.1.3</b> Farmer groups receive training in several areas	➤ No. of farmer groups having trained in mechanized agriculture, basic accounting, functional literacy and marketing Target: 150 (50 per year)	



## ANNEX III

## SCHOOL FEEDING PROJECT (SEPTEMBER 2013–DECEMBER 2015)



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

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## ACRONYMS USED IN THE DOCUMENT

DNCS	<i>Direction nationale des cantines scolaires</i> (National Directorate of School Feeding)
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
OCHA	Office for the Coordination of Humanitarian Affairs
PRRO	protracted relief and recovery operation
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund