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PROJECTS FOR EXECUTIVE BOARD APPROVAL

Agenda item 9

For approval



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DEVELOPMENT PROJECTS – HAITI 200150

Support for the National School Meals Programme

Number of beneficiaries – school meals	485,000 students/year
Number of beneficiaries – capacity development	The Haitian Government and other participants (primarily the Ministry of Education and its National School Meals Programme, along with the Ministry of Agriculture)
Duration of project	3 years (1 January 2012–31 December 2014)
Food tonnage for school meals	45,753 mt
Cost (United States dollars)	
School meals	31,012,062
Capacity development	6,563,808
Total cost to WFP	63,240,517

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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

This development project responds to the Government's request for support in establishing, by 2030, a viable, sustainable, nationally-owned school meals programme, supported primarily through local products purchased from small producers, and consistent with the Government's efforts to guarantee basic education for all children.

During the initial years towards that goal, WFP will directly assist 485,000 primary school children in five departments in northern Haiti — Artibonite, Centre, Nord, Nord-Est and Nord-Ouest — while simultaneously supporting national capacities to manage school meals in the longer-term. The specific project objectives include: i) help to ensure that primary school children remain in school to improve their education and nutritional levels;¹ ii) reduce micronutrient deficiencies and particularly the incidence of anaemia; and iii) enhance the capacities of the Government to enable it to continue to expand its national school meals programme in a sustainable manner. The capacity development efforts will centre around defining a legal and institutional framework linking national school meals with its parent ministry; enhancing monitoring and evaluation of national school meals; and expanding possibilities for supplying schools with locally produced food.

This project is aligned with the National Plan for Reconstruction and Development, the Operational Plan for Rebuilding the Educational System and the National Agricultural Investment Plan of the Ministry of Agriculture, Natural Resources and Rural Development. The project is in line with WFP's school feeding policy and contributes to Strategic Objective 4: Reduce chronic hunger and undernutrition; and Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.² It will also contribute to meeting Millennium Development Goals 1 and 2.³ The United Nations Development Assistance Framework (2009–2011) was replaced by a United Nations Integrated Strategic Framework⁴ following the January 2010 earthquake, and this project is aligned to its objectives for social and economic reconstruction.⁵

¹ The project focuses on the first two cycles of formal education in Haiti, which correspond to grades 1–6 (ages 6–11).

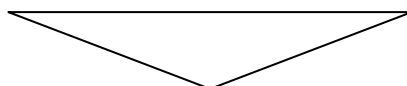
² WFP/EB.A/2008/5-A/1/Rev.1.

³ 1: Eradicate extreme poverty and hunger; 2: Achieve universal primary education.

⁴ United Nations Integrated Strategic Framework for Haiti 2010–2011. The ISF was extended until the end of 2012.

⁵ Social rebuilding: Reduce disparities and ensure equitable access to quality basic social services including health, education, food and nutrition, education, culture, water and sanitation and protection, ensuring that all are provided in a culturally sensitive and gender-sensitive and enabling environment, with particular attention to the most excluded and vulnerable groups and to gender parity. Economic Rebuilding: support the creation of new economic opportunities for Haitians in the areas [...] of high displacement [...] while ensuring decent work conditions and environmental sustainability.

DRAFT DECISION*



The Board approves the proposed development project Haiti 200150 – “Support for the National School Meals Programme” (WFP/EB.2/2011/9-A/1).

* 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.

SITUATION ANALYSIS

1. Haiti is a low-income, food-deficit country; its agricultural production covers only half of the nutritional needs of its 10 million inhabitants.⁶ According to the most recent estimate of the Ministry of Agriculture, Natural Resources and Rural Development (MANRRD; *Ministère de l'agriculture, des ressources naturelles et du développement rural*) Haiti consumed 420,800 mt of rice in 2005, of which 85 percent was imported.⁷ With a high dependence on the world market, even small increases in international rice prices affect the food security of Haitian households.
2. Since 2004, Haiti has had seven cyclones, two floods and, on 12 January 2010, a major earthquake. More than 230,000 people died in the earthquake, another 300,000 were injured and 2 million people were left homeless; as of mid-2011, 680,000 people were still living in tent camps; a few thousand are still living outside the camps. Precarious living conditions were undoubtedly responsible for the cholera outbreaks. In 2010, according to *Médecins sans frontières*, more than 200,000 Haitians had been infected with cholera, of whom 4,000 had died. The earthquake caused losses equivalent to 120 percent of gross domestic product.
3. Even before the 2010 earthquake, Haiti was the poorest country in the Western Hemisphere. According to the World Bank, 77 percent of the population was living below the poverty line. Gross domestic product at purchasing power parity was US\$1,155 per capita, the lowest in Latin America and the Caribbean. The human development index for Haiti is 0.404, placing Haiti 145th in a total of 169 countries.⁸
4. The most recent comprehensive food security and vulnerability analysis (CFSVA), conducted in rural areas in 2008, indicated that half the country's population did not have access to the minimum food ration of 225 kg of grains/inhabitant/year, the level established by the Food and Agriculture Organization of the United Nations (FAO), and 80 percent of households reported that their consumption was well below 2,100 kcal/day. Food insecurity is most severe in the departments of Nord-Ouest (42 percent), Nord (38 percent), Nord-Est (36 percent)⁹ and Artibonite (28 percent).¹⁰ Successive hurricanes, floods in Artibonite and the steep increase in food and fuel prices in 2008 exacerbated food insecurity.
5. Following the 2010 earthquake, food insecurity increased; it currently affects 3 million people. Although food insecurity is more widespread in the areas directly affected by the earthquake, the number of food-insecure people in need of assistance is also increasing in other regions, particularly the central plateau.¹¹
6. Several districts in the five departments where the development project is to be implemented are at risk of food insecurity and natural disaster and therefore considered as

⁶ FAO/WFP. 2010. *FAO/WFP Crop and Food Security Assessment Mission to Haiti*. Rome.

⁷ MANRRD. 2010. *Haïti: Plan national d'investissement agricole*. Port-au-Prince.

⁸ United Nations Development Programme. 2010. *Human Development Report*. New York.

⁹ The concern about food insecurity highlighted by WFP's food consumption score is based on two indicators: dietary diversity and household meal frequency.

¹⁰ Vulnerability to food insecurity is a combination of the food insecurity and lack of response capacity to risks.

¹¹ National Food Security Coordinator/WFP. 2010. *Haïti – Suivi de l'évaluation de la sécurité alimentaire dans les situations d'urgence*. Port-au-Prince.

vulnerable.¹² The five departments were selected on the basis of levels of food insecurity, vulnerability to food insecurity and low rates of school enrolment; the at-risk districts include 365,000 food-insecure school-age children and 120,000 highly vulnerable children who could become food-insecure following even a minor shock. The CFSVA and the general education census planned for late 2011 will verify the available data.

7. Haiti's National Food Security and Nutrition Plan reports the average national rate of chronic malnutrition to be 24 percent and acute malnutrition to be 5 percent. The breakdown by department is shown in Table 1.

Department	Chronic	Acute
Artibonite	22	5
Centre	37	5
Nord	34	4
Nord-Est	26	2
Nord-Ouest	20	5
Ouest	16	N/A
Sud-Est	34	N/A
Nippes	28	N/A

8. Micronutrient deficiencies constitute a major public health problem: 67 percent of children aged 6–59 months and 58 percent of women aged 15–49 suffer from anaemia. The overall rates of anaemia are 48 percent in Artibonite, 64 percent in Centre, 68 percent in Nord, 61 percent in Nord-Est, 61 percent in Nord-Ouest and 60 percent in the rest of the country. The prevalence of vitamin A deficiency is 32 percent among children aged 6–59 months. Only 10 percent of households consume iodized salt, and 59 percent of children aged 6–12 have iodine deficiencies.¹³ The United Nations Children's Fund (UNICEF) reports that the HIV prevalence rate is 2.2 percent, the highest in the Caribbean sub-region.
9. Despite efforts made since the launching of the National Education and Training Plan ten years ago, the education system continues to face challenges: in short, too little schooling is available and it is poorly suited to demand. Some 500,000 school-age children (6–12 years)¹⁴ are not attending school. Education is largely dominated by the private sector. Although the literacy rate among Haitians (over 15) increased from 35 percent in 1982 to 49 percent in 2006, it remains well below what it should be,¹⁵ and leaves Haiti with the lowest literacy rate in the Caribbean sub-region.

¹² CFSVA, 2008; WFP/FAO crop and food security assessment, 2010.

¹³ Mortality, Morbidity and Utilization of Services Survey IV, (Enquête Mortalité, Morbidité et Utilisation des Services en Haiti, or EMMUS-IV), Demographic and Health Surveys, 2005–2006. <http://www.measuredhs.com>

¹⁴ Haitian Institute of Statistics; cited in the Action Plan for Rebuilding the Educational System, 2010.

¹⁵ World Bank website. Most recent statistics.

10. The quality of schooling is generally mediocre, as indicated in the 2010 assessment conducted by the Presidential Commission on Education. The Action Plan for Rebuilding the Educational System highlights the system's weak internal effectiveness reflected in the extremely high attrition rates due to: i) grade repetition - which in part explains the phenomenon of over-age children in the lower grades; and ii) the equally serious drop-out rates – 29 percent of students drop out of school before completing the first cycle of fundamental education, and 60 percent before completing the second cycle. The situation is explained in part by the lack of school buildings and educational facilities, and in part by the poverty and precarious health and nutrition conditions among students and their families. School in Haiti is not yet free: school fees are high and education is largely private. Haiti's president has stressed the need for free schooling that provides access to education for all Haitian children.
11. The importance of school meals has been recognized by the Government for decades. In 1993, the National Education and Training Plan cited hot school meals as a way to reduce attrition rates and improve pupils' performance. The Education for All Fast Track Initiative 2008–2009 also includes locally produced food in school meals programmes.¹⁶
12. The 2010 earthquake caused migration from the areas directly affected to Artibonite and Centre, creating considerable pressure on schools in the two departments. The Government's strategy which is to let the earthquake victims stay in those departments, advocates for school meals programmes. In early 2011, the Government made a special request for WFP assistance to contribute to its short-term objective of providing school meals for 1.5 million children and its long-term goal of establishing by 2030 a viable school meals programme for all children, which would as far as possible use local products purchased from small farmers in Haiti. Currently, the National School Meals Programme (NSMP; *Programme national de cantines scolaires*) feeds 300,000 schoolchildren using government funds. WFP, the World Bank and the United States Agency for International Development, in partnership with 20 non-governmental organizations (NGOs), provide school meals for 1.2 million additional children.
13. After the earthquake, the importance of school meals was reaffirmed in the National Reconstruction and Development Plan and was included in the recommendations of the Presidential Commission for Education. School meals are seen as a social safety net and are essential for rebuilding the educational system. The National Agricultural Investment Plan also states that it is a vital part of the effort to enhance production and develop the industrial sector.¹⁷ Development project 200150 is aligned with the Government's priorities as defined in the National Plan for Reconstruction and Development, the Action Plan for Rebuilding the Educational System and the National Agricultural Investment Plan; it will promote implementation of a national school meals programme that is efficient and cost effective.

PAST COOPERATION AND LESSONS LEARNED

14. WFP has been active in Haiti since 1969. In addition to development projects, it has been involved to an even greater extent in emergency operations and protracted relief and recovery operations (PRROs). Between 2005 and 2010, WFP implemented two development programmes – country programme 102170 and DEV 103860 – four emergency operations – 107850, 107810, 200107 and 200110 – and three PRROs –

¹⁶ MENFP. 2008. Education for All Fast Track Initiative. Port-au-Prince.

¹⁷ MANRRD. 2010. *Plan national d'investissement agricole*. Port-au-Prince.

103820, 106740 and 108440. Since April 2011, WFP assistance has been under a single PRRO, which will end in December 2012. The PRRO will be scaled back in 2012 and will cease activities in the five departments north of Port-au-Prince that were not directly affected by the earthquake, and where this project will be implemented. This development project will, therefore, not overlap with the PRRO. Although each operation has its own objectives, the composition of rations for school meals will be similar, and both will distribute micronutrient powder and deworming medication.

15. School meals programmes have been carried out in Haiti since WFP first started providing assistance. In 1997 the Government created the NSMP, marking the beginning of a transition towards Government ownership of the school feeding. This process was interrupted by the political instability in the years 2001 to 2006, leading to the slowing – and even the cessation – of a number of initiatives by NSMP and other national institutions. With the return of political stability in 2006, NSMP increased its operations and enhanced its dual role of coordinating and implementing school feeding throughout the country.
16. The history of school feeding in Haiti highlights the obstacles to sustainability. The present project draws lessons from experience in past decades: i) school meals have proven to be a fundamental social safety-net during shocks¹⁸ - when food prices rose in 2008, and immediately after the January 2010 earthquake, school feeding enabled NSMP to respond immediately and help to stabilize the situation by distributing hot meals to people affected by the disaster; ii) key investments are needed to put NSMP in a position to take action in any situation such as political and economic uncertainty, severe weather and any other type of shock; and iii) the co-management models implemented by WFP and NSMP in Nord department could be replicated in other departments.
17. The WFP 2011 Haiti portfolio evaluation for 2005–2010 concluded that WFP activities during that period were consistent with Government policies, particularly with regard to agriculture, education and public health. WFP’s participation in developing government plans and strategies helped to align WFP objectives with those of national programmes and with activities supported by other donors.
18. In 2008, the recommendations of a joint FAO/WFP/IFAD/World Bank mission included the integration of school meals programmes and local purchase, with a view to enhancing the Government’s capacity to cope with increases in international food prices. In 2009, a participatory assessment identified strategies for enhancing capacities in line with WFP’s new school feeding policy. In 2010, the study “Rethinking School Feeding” by WFP and the World Bank led to a series of consultations that resulted in the formulation of government objectives for the school meals programme to 2030 and a sound partnership between NSMP, the Ministry of Agriculture, WFP, the World Bank, and Brazil and Canada. To meet the 2030 objectives, four complementary approaches were defined: i) the legal framework and school feeding policy; ii) the institutional framework and management model for school meals programmes; iii) mobilization of resources; and iv) supplying needs with local products. WFP’s technical support in this project is based on these approaches.

¹⁸ Development Alternatives Incorporated. 2011. *WFP Portfolio Evaluation 2005–2010*. Rome.

PROJECT STRATEGY

19. The project addresses WFP Strategic Objective 4: Reduce chronic hunger and undernutrition, and Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.² It applies the new WFP policy on school feeding and will help in meeting Millennium Development Goals 1 and 2.¹⁹
20. The project was developed on the basis of extensive consultations among the Government, WFP partners and donors.
21. It aims to support the Government's policy of guaranteeing an education for all children by providing school meals to ensure that food insecurity does not impede their development.
22. The specific objectives of the project are to: i) help to keep 485,000 first-year primary schoolchildren from Haiti's five northern departments in school, with a view to improving their levels of education and nutrition; ii) reduce micronutrient deficiencies, particularly anaemia; and iii) enhance the capacities of the Government and other stakeholders with a view to sustainable expansion of the national school meals programme.
23. The main expected outcomes are:
 - School meals:
 - ◇ Children in the first and second cycles of primary education continue to attend school, and their knowledge increases.
 - ◇ Food is distributed on time and in sufficient quantities.
 - ◇ Micronutrient powder is added to the meals distributed to children to improve the nutritional quality of their diet.
 - ◇ Partnerships are strengthened to provide certain schools with essential services to promote better learning – school gardens, drinking water, deworming and sanitary facilities.
 - Enhancing the capacities of the Government and other stakeholders:
 - ◇ A national school meals programme and local purchase policies are developed, with technical assistance from WFP.
 - ◇ NSMP has a clear and efficient institutional basis thanks to WFP's support.
 - ◇ A common monitoring and evaluation (M&E) system is implemented with partners involved in school meals activities.
 - ◇ There is increased opportunity for purchasing products from small producers as a result of encouraging demand and marketing of local products.
24. The first activity will be conducted in five of Haiti's ten departments – Nord, Nord-Est, Nord-Ouest, Artibonite and Centre. These departments were not directly affected by the 2010 earthquake and will no longer be covered by the PRRO as of January 2012. WFP and NSMP have long been partners. The Government, which intends to support decentralization and development in areas outside the capital, has sought United Nations support for improving social services, particularly education and health.

¹⁹ Millennium Development Goal 1: Eradicate extreme poverty and hunger. Millennium Development Goal 2: Achieve universal primary education.

25. The project is expected to benefit each year 485,000 students in the first and second cycles of basic education. This accounts for 45 percent of school-age children in the five departments covered by the project.²⁰ The estimate for girls' enrolment – 55 percent – is confirmed by all existing documentation, such as WFP's 2010 Standard Project Report and UNICEF's findings.²¹
26. Of the 65 districts assisted, 47 have high or moderate chronic food insecurity and moderate to high risk of natural disasters and 18 are districts with some degree of food security (source: the 2007 CFSVA and Famine Early-Warning System Network bulletins). Following the shocks in recent years, some of these districts may have become chronically food insecure (see Annex III). The five targeted departments are among those with the lowest levels of access to basic education and school attendance.²² Artibonite and Centre received most of the people displaced by the earthquake. The combination of these factors justifies the choice of the five departments.
27. The 2011 CFSVA should enable improved targeting by verifying whether the situation in certain districts has worsened following recent shocks and the continuing rise in food prices since 2008. The new school census, which should be available in late 2011, will be used to update information on the current educational situation. Inclusion and exclusion criteria will be developed to ensure that the most vulnerable people are assisted and to ensure transparent, rigorous management.

TABLE 2: NUMBER OF BENEFICIARIES, BY SUB-OFFICE²³

Sub-office	Girls	Boys	Total
Cap Haïtien	118 800	77 500	196 300
Hinche	91 900	89 300	181 200
Gonaïves	54 300	53 200	107 500
TOTAL	265 000	220 000	485 000

28. In line with WFP guidelines, the national school calendar and the selection of food agreed with NSMP, the 485,000 primary schoolchildren targeted by the project will receive a daily meal as shown in Table 3.

²⁰ Calculation based on the following hypotheses: i) total population in the five departments of 4,416,288; ii) percentage of the population aged 5–14 is 25 percent of total population (1,077,800 children); iii) approximately 45 percent of the children receive WFP assistance.

²¹ UNICEF website. Haiti statistics for 2005–2009.

²² Ministry of Planning and External Cooperation. 2004. *Map of Poverty in Haiti*. Port-au-Prince. Funding from the Inter-American Development Bank.

²³ Calculation based on the most recent data from three sub-offices by department, district and school.

Cereals	120
Pulses	30
Vegetable oil	10
Salt	5
Micronutrients	0.5
TOTAL	165.5
Total kcal/day	621
% kcal from protein	9.3
% kcal from fat	15.9
Number of feeding days/year	190

29. Iodized salt will make up for the lack of iodine; the micronutrients will compensate for the lack of vitamins and trace elements affecting many of the children.
30. To improve the nutrition of beneficiary schoolchildren, WFP also plans to distribute deworming capsules and build infrastructure for drinking water supply, latrines and educational gardens in partnership with United Nations agencies, particularly UNICEF and FAO. WFP will continue to seek financing to implement activities approved by the Interim Commission for the Reconstruction of Haiti based on three elements: free meals, supplying drinking water and sanitation facilities, and deworming. The activities would be conducted with the *Ministère de l'éducation nationale et de la formation professionnelle* (MENFP; Ministry of National Education and Vocational Training), UNICEF and the World Bank.²⁴ A partnership has been established with FAO and UNICEF to create school gardens.
31. The second activity, involving WFP technical support for the Government, is expected to include the following actions:
- Assisting with the formulation of national school meals and local purchase policies; definition of their objectives, scope, methods of implementation and financing mechanisms; helping set up a legal and institutional framework defining information flows and links between the NSMP and its line ministry at the central and decentralized levels; and a clearly identified budget line to ensure effective management of school meals programmes. Other specialized actors in this area will serve as leaders. WFP will help to disseminate knowledge gained by bringing in representatives of school meals programmes from other countries and by encouraging visits by Haitian officials to other countries to study their legal and institutional frameworks.
 - Establishing an M&E system to be shared by all partners implementing school meal activities. The objective of this participatory results-based system will be to facilitate coordination of interventions and progress towards expected results while enhancing effectiveness. This system will be integrated in the national Education Management Information System currently being developed that will bring together information from a variety of sources on educational planning and management. A consultant to be recruited by WFP and based at NSMP will be responsible for M&E. An M&E working group of officials of NSMP and its partners will be established to

²⁴ *Commission intérimaire pour la reconstruction d'Haïti*. Website 2011. Available at: <http://www.cirh.ht/projects.html>

oversee the validation of tools to be used and to ensure that information is utilized to full advantage. WFP will also provide the resources needed to train and deploy NSMP monitoring staff in the five departments.

- Support for the development of trade between small local producers and schools will focus on expanding and diversifying the selection of food commodities used in schools, improving the marketing skills of small producers and selecting purchase mechanisms most suited to local circumstances (centralized, decentralized or a combination of the two, making use of producer associations or intermediary merchants). WFP's knowledge of nutrition will be made available to NSMP, the Ministry of Public Health and Population and MANRRD to help them to diversify school menus by using local products and to maintain an appropriate nutritional balance. WFP support for marketing will draw on the measures started in 2011 to train small producers in commercial practices employed by WFP and other stakeholders, which has had excellent results. WFP will make its logistics expertise available to the Haitian authorities to help them to coordinate the creation of a network of local food reserves for school meals and for coping with emergency situations. The partnership with FAO will aim to improve food bagging, packaging, warehousing, marketing and quality control.

32. The Ministry of Agriculture, Natural Resources and Rural Development already has a working group and a technical unit dealing with local purchases composed of various stakeholders: the aim is to increase NSMP's purchasing opportunities and capacities. WFP will continue to cooperate with the working group with a view to increasing purchases of local food commodities such as sweet potatoes, cassava, bananas, fresh fruit and vegetables, milk and eggs by all actors concerned – the Ministry of Education, NGOs and donors. Donors in Haiti have already made contributions, and a trust fund has been set up to enable WFP to proceed with local purchase of food for distribution to the NSMP schools. WFP will continue to purchase rice, corn, beans and vegetable oil on international markets but will use local suppliers if authorized by donors to do so. In view of the constraints on local production and past experience, the quantities to be purchased locally during the project will meet only a part of total needs.

MANAGEMENT, MONITORING AND EVALUATION

33. WFP and MENFP will implement the project through NSMP and MANRRD. Officials from the two ministries, parents and members of the communities in which the activities are being implemented will work together at the central, decentralized and school levels.
34. Individuals will be made responsible in each of the five departments for circulating information and ensuring that major decisions are taken in line with MENFP guidelines. Coordination and monitoring of field activities will continue to be overseen by WFP and NSMP; and educational monitoring by MENFP.
35. Workshops bringing all actors together will be organized every year. They will use the System Assessment and Benchmarking for Education Results approach, which has a matrix for ascertaining progress on the main performance indicators measuring implementation of WFP's new school policy.
36. Changes in food security trends will be monitored in cooperation with the National Food Security Coordinator. The partnership between NSMP, WFP, the World Bank and donors concerned with school meals will be maintained and enhanced. WFP will continue to hold a seat on the National School Meals Board.

37. In-kind food will arrive at the ports of Port-au-Prince and Cap Haïtien. Food at Port-au-Prince will be temporarily stored at WFP's central warehouse before being transported to final delivery points decided by the sub-offices in Gonaïves and Hinche, where WFP manages inter-organizational warehouses. In 2012, WFP will have a new fleet of 27 all-terrain trucks each able to carry 8 mt that will transport food to the schools least accessible to commercial carriers. An ongoing evaluation of the storage capacity in the two secondary NSMP warehouses in Nord region will be used to determine the rate at which WFP and NSMP will deliver and distribute food to schools. Parents' committees will be created to manage the food stocks at the school level. Parents on the management committees, school principals, teachers responsible for daily management of food commodities, cooks and members of NGOs will receive basic training in nutrition to ensure that they participate effectively in managing and implementing the project.
38. Direct support costs have been calculated to enable effective management of school canteens and M&E of the project's two main activities. Benchmarks for M&E of school feeding will be established on the basis of a standardized school feeding survey to be conducted at the beginning of 2012. The M&E system for WFP interventions will include the two project activities and will be harmonized with the system proposed for the NSMP support activity. During the second year, a new standardized school feeding survey will be carried out in conjunction with a qualitative evaluation. A final evaluation will be conducted at the end of this project.
39. The main contextual risk associated with the project is natural disaster. Increases in crime in cities such as Cap Haïtien, where WFP warehouses have been the target of criminal activity, constitute a further risk. High port costs and the poor state of roads, particularly during the wet season, could also have a negative effect on the progress of the project. Programmatic and institutional risks are described in the logical framework (Annex II).
40. The new President of Haiti continues to give the same order of priority to school feeding. The President has identified education and school feeding as priorities for his term to ensure that all children can attend school, receive high-quality education and benefit from school meals. Some notable initiatives have already been undertaken, such as the creation of the National Education Fund in June 2011. It is expected that other actions related to financing and effective management of Haiti's educational system and school feeding will be forthcoming under the new Government.
41. The principal donors to WFP in Haiti have confirmed their interest in this development project, provided that WFP focuses on harmonizing the activities of stakeholders and developing a national school meals programme. Private-sector financial support for school meals has continued in recent years, and WFP is working to increase the number of private donors associated with NSMP. In collaboration with its main partners, the country office is preparing a financing strategy for gradual hand-over of resources to a national programme.

ANNEX I-A

PROJECT COST BREAKDOWN			
Food ¹	Quantity (mt)	Value (US\$)	Value (US\$)
Cereals	33 171	16 842 022	
Pulses	8 295	7 150 734	
Vegetable oil	2 766	4 460 498	
Other	1 521	2 558 808	
Total food	45 753	31 012 062	
External transport			4 591 191
Landside transport, storage and handling			7 561 599
Other direct operational costs			6 563 808
Direct support costs ² (see annex I-B)			9 374 627
Total WFP direct costs			59 103 287
Indirect support costs (7.0 percent) ³			4 137 230
TOTAL WFP COSTS			63 240 517

¹ This is a notional food basket for budgeting and approval. The contents may vary.

² Indicative figure for information purposes. The direct support cost allotment is reviewed annually.

³ The indirect support cost rate may be amended by the Board during the project.

ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (US\$)	
Staff costs	
International professional staff	1 265 760
Local staff – national officers	602 595
Local staff – general service staff	4 739 088
Temporary staff	123 813
Overtime	4 128
Consultants	30 000
Duty travel	196 870
Subtotal	6 962 254
Operating expenses	
Rental of facility	162 732
Utilities	160 380
Office supplies	65 106
Information and communications technology	341 532
Repair and maintenance of equipment	243 900
Vehicle operating and maintenance costs	424 950
Office improvements and maintenance	187 110
Subtotal	1 585 710
Equipment/supplies and other costs	
Leasing of vehicles	720 800
Communications equipment	36 000
Local security expenses	69 863
Subtotal	826 663
TOTAL DIRECT SUPPORT COSTS	9 374 627

ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Risks and assumptions
Impact		
Integrated Strategic Framework Strategic Objective: Disparities are reduced and there is equitable access to social services	Human Development Index Net rate of access to social services: health and education	Risk of socio-political instability Existence of adequate political and security conditions in Haiti
Strategic Objective 4: Reduce chronic hunger and malnutrition in developing countries		
Outcome 1 There is increased access to education and greater priority given to human capital in schools receiving WFP assistance ¹	<ul style="list-style-type: none"> ➤ Enrolment: average annual rate of change in number of girls and boys enrolled ➤ Student dropout rate (girls and boys) ➤ Rate at which students (girls and boys) advance to the next grade 	Quality of education and of school infrastructure is adequate Complementary interventions are available on a timely basis
Output 1.1 Food is distributed by the planned time in schools receiving WFP assistance	<ul style="list-style-type: none"> ➤ Number of girls and boys who have received food within the intended time frame Target: as per the work plan ➤ Quantities of food actually distributed Target: as per the work plan 	Contributions from WFP donors are available within a suitable time and in sufficient quantities WFP's transport capacities are sufficient
Outcome 2 The nutritional status of the targeted boys and girls is improved	<ul style="list-style-type: none"> ➤ Prevalence of iron deficiency anaemia among beneficiary children Target: 20% annual reduction 	Cooks are properly trained
Output 2.1 Micronutrient powder is distributed in meals on a timely basis to ensure quality nutrition	<ul style="list-style-type: none"> ➤ Quantities of micronutrient powder distributed in meals Target: as per the work plan ➤ Number of children who have received micronutrients on a regular basis Target: as per the work plan 	

¹ A baseline survey will be conducted during the first two months of the project, making it possible to quantify the targets.

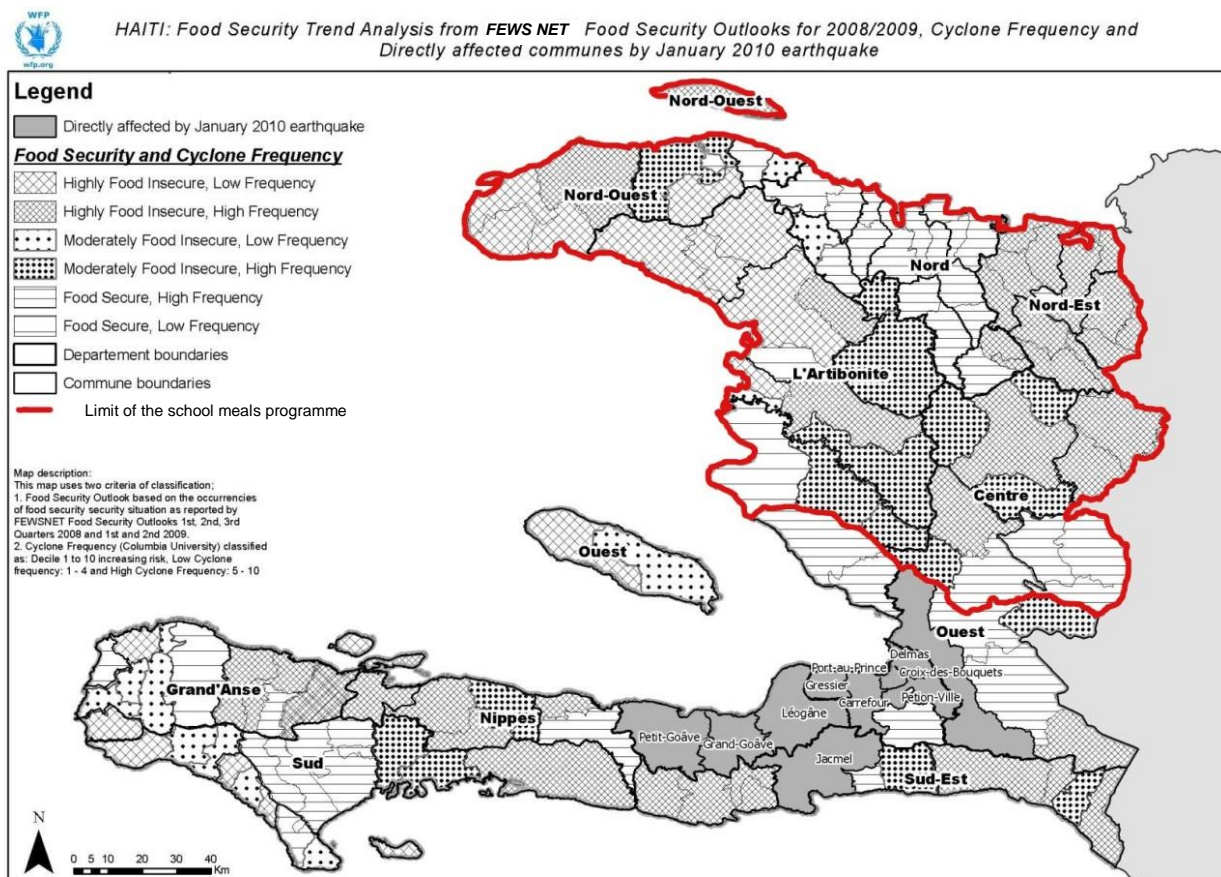
ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks and assumptions
Strategic Objective 5: Strengthen the capacities of countries to combat hunger through hand-over strategies and local purchase		
Outcome 3 There is an increase in Government capacities to pursue and expand a sustainable school meals programme	<ul style="list-style-type: none"> ➤ Documents and manuals produced and validated Target: 4 documents ➤ Number of training workshops organized Target: 2 per year ➤ Results-based participatory M&E system established at NSMP Target: 1 	Foreign and domestic resources are allocated towards strengthening emergency response capabilities
Output 3.1 Requests for aid and technical assistance are made by the Government	<ul style="list-style-type: none"> ➤ Reports on requests for aid ➤ Reports on Government approval of proposed changes 	
Outcome 4 Solutions to combating hunger are identified and incorporated in national policies	<ul style="list-style-type: none"> ➤ Index of national capacity for solving the problem of hunger 	The Government has the necessary leadership and participating parties have the capacities to induce policy makers to develop a policy framework consistent with relevant principles and realities
Output 4.1 Demand for local purchase increases	<ul style="list-style-type: none"> ➤ Models proposed for facilitating local purchase ➤ Introduction of local products in the food selection of canteens ➤ Evaluation of nutritional value of local products 	Risk of bureaucratic inertia with regard to adopting new measures
Output 4.2 Supply of products for local purchase increases	<ul style="list-style-type: none"> ➤ Assessment of bottlenecks in supply Target: 1 ➤ Number of training sessions on processing, packaging, warehousing and marketing Target: 5 ➤ Number of training sessions on quality control Target: 2 	Risk of problems finding partners capable of offering agricultural assistance to producers so as to increase their production



ANNEX III

HAITI: MAP OF THE FIVE DEPARTMENTS COVERED BY THE PROJECT



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.

ACRONYMS USED IN THE DOCUMENT

CFSVA	comprehensive food security and vulnerability analysis
FAO	Food and Agriculture Organization of the United Nations
M&E	monitoring and evaluation
MANRRD	<i>Ministère de l'agriculture des ressources naturelles et du développement rural</i> (Ministry of Agriculture, Natural Resources and Rural Development)
MENFP	<i>Ministère de l'éducation nationale et de la formation professionnelle</i> (Ministry of National Education and Vocational Training)
NGO	non-governmental organization
NSMP	<i>Programme national de cantines scolaires</i> (National School Meals Programme)
PRRO	protracted relief and recovery operation
UNICEF	United Nations Children's Fund